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ABSTRACT

This set of materials on the employment status of librarians in research libraries, assembled by the Systems and Procedures Exchange Center (SPEC) of the Association of Research Libraries (ARL), contains: (1) the results of a survey of ARL member libraries conducted in December 1979 on the employment status of librarians; (2) policy statements on the appointment, promotion, and tenure of librarians at the University of Chicago, the University of Iowa, the University of Rochester, Pennsylvania State University, Southern Illinois University at Carbondale, the University of Illinois at Urbana-Champaign, and Indiana University; (3) detailed descriptions of the classification structures and policies for ranking librarians at the University of North Carolina and the University of British Columbia; and (4) the by-laws of the library faculty at the State University of New York at Buffalo and Michigan State University. (JL)

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The Status of Librarians: An Overview

Kit 61

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THE STATUS OF LIBRARIANS IN ARL LIBRARIES: AN OVERVIEW

With the increasing emphasis on librarians becoming active partners in the educational process, there is a growing concern among ARL members to more carefully define librarian status. As part of this movement, many ARL institutions appear to be extending and refining requirements for the hiring, promotion, and tenure of librarians. A SPEC survey in December 1979 polled all 111 ARL libraries on the status of librarians. The accompanying Kit, which replaces the December 1973 kit on Status of Librarians, contains statistics based on 91 survey responses.

Twenty-seven libraries report full faculty status for librarians, while 25 indicate academic status with some faculty rank and benefits. Thirteen report academic status with no faculty rank or benefits, 10 report non-academic status, and fifteen of the libraries were unable to categorize librarian status within the survey's headings. Although it appears that criteria for appointment, promotion, and tenure and areas of equivalency with teaching faculty vary considerably from library to library, there are some general trends and changes in librarian status over the past six years as reflected by survey responses and submitted materials.

PROMOTION AND TENURE

In many documents outlining the criteria for librarian promotion and/or tenure, there seems to be significant emphasis on the need for librarians to assume more of the typical teaching faculty responsibilities. Of those criteria mentioned for reviewing, evaluating, and promoting librarians, professional competence was ranked most important (100%), closely followed by research and scholarly activity (97%) and publishing activity (91%).

EQUIVALENCY

When libraries compare areas of equivalency between teaching and library faculties, leaves of absence, access to travel funds, and protection of academic freedom are listed by a large number as being equivalent for the two groups. Those areas in which equivalency was least likely include salaries, vacation policies, and tenure. It appears that librarians are more and more frequently evaluated on the same criteria as the teaching faculty, while the benefits continue to differ. As one example, the adoption of faculty status has not always resulted in faculty-like work schedules. Many of the respondents indicate that time is not provided for the research and writing expected for librarians. Similarly, 79% of the responses indicate that the 12-month contract is in effect for librarians.

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IMPLICATIONS AND NEEDS

In many respects, the trend toward faculty status for librarians has been more important in internal matters than in improvements in salary or benefits. Many of the library faculties report that faculty status provides a broader decision-making mechanism within the library, and more committee involvement in major issues facing the library, and some libraries have reported that faculty status has helped in promoting and operating library instruction programs. While this apparently has been partly a result of the expectation that faculty librarians participate in classroom teaching, it also represents the increased acceptance of librarians as peers by teaching faculty.

Some concerns arising from faculty status remain to be dealt with: the natural teaching component of public services librarians vs. the non-teaching nature of technical services work; the emphasis on supervisory responsibility within a hierarchial structure which includes collegial relationships; and, in performance review for promotions, the emphasis on individual achievement rather than collective performance. Different libraries cope with these problems in different ways. In general, the aim of all of the library faculties is to enhance the contribution of the librarian within the university community and, at the same time, to improve the iternal effectiveness of the library organization.

The Kit on the Status of Librarians (#61, February 1980, 105 pages) contains seven documents on appointment, promotion, and tenure; two documents describing internal structures for ranking; and two sample by-laws of library faculty. It is available for $7.50 to ARL members and SPEC subscribers and for $15.00 to all others, prepayment required, from: SPEC, Office of Management Studies, Association of Research Libraries, 1527 New Hampshire Avenue, NW, Washington, DC, 20036.

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THE STATUS OF LIBRARIANS: AN OVERVIEW
KIT #61 FEBRUARY 1980

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SPEC SURVEY RESULTS

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December 1979

RESULTS BASED ON
91 RESPONSES

SPEC SURVEY: UPDATE ON STATUS OF LIBRARIANS IN ARL LIBRARIES

Respondent's Name ______________________

Library ______________________

University/Institution ______________________

Phone Number A.C.(____) ______________________

1. Which of the following best describes the status of librarians at your institution?

   10 Non-academic

   13 Academic with no faculty rank, status or privileges

   25 Academic with some faculty rank, status, and privileges

   0 Limited faculty, with some faculty rank, status, and privileges

   27 Full faculty rank, status, and privileges

   15 Other (Please explain) ______________________

2. Do librarians belong to a collective bargaining unit?

   18 YES

   71 NO

   If YES, do librarians have equal status with faculty?

   9 YES

   6 NO

3. Is there a formal classification system for librarians? 79 YES

11 NO

If YES, is it by:

20 Faculty title

24 Other university-determined structure

28 Library-determined structure

14 Other (Please explain) ____________

4. Are there a required number of work hours per week expected for librarians?

73 YES

14 NO

If YES how many?

16 35 hours/week

26 40 hours/week

34 Other ____

5. What is the term of appointment for librarians?

1 9 months

2 10 months

72 12 months

16 Other (specify) ________

6. Which of the following criteria are used in reviewing, evaluating and promoting librarians?

	YES	NO	COMMENTS
Professional competence	87	0	
Teaching activity	41	31	

6. Continued

	YES	NO	COMMENTS
Research & scholarly activity	76	3	
Publishing activity	69	7	
Administrative duties	64	11	
Educational attainment	62	15	

7. In which of the following areas are librarians equivalent to teaching faculty according to university/library policy?

	EQUIVALENT	NOT EQUIVALENT	COMMENTS
Tenure	40	40	
Consulting	51	24	
Participation in University Governance	45	36	
Appointment/hiring	52	25	
Promotion	40	34	
Access to research support/funds	50	30	
Leaves of absence	67	15	
Sabbaticals	40	37	
Travel funds	62	19	
Protection of academic freedom	69	10	
Salaries	17	61	
Vacations	34	45	

APPOINTMENT, PROMOTION, AND TENURE

University of Chicago
1978/79

APPOINTMENT AND PROMOTION FOR PROFESSIONAL STAFF AT THE UNIVERSITY OF CHICAGO LIBRARY

I. Policy

Professional staff members of the University of Chicago Library receive nonfaculty academic appointments. The policy governing appointment and promotion of these staff members, excluding the Director, shall be as follows:

A. Probationary Appointment: Probationary Appointments shall be for either one or two years, provided that no person shall be appointed to serve a probationary appointment for a total of more than four years. The Director shall instruct the immediate supervisor to review the case and make recommendation that the Probationary Appointee be promoted or terminated by the end of the fourth year at the latest. The Director shall then make a decision, taking into account the immediate supervisor's recommendation and other factors, and notify the Probationary Appointee thereof, not later than six months prior to the end of the current appointment period. Probationary Appointment does not preclude termination during the appointment period for cause or financial exigency (See Section IV).

B. Intermediate Appointment: Intermediate Appointment shall be for a term of either three or four years provided that no person shall be appointed to serve for a total of more than seven years, nor a total of more than six years if the Probationary Appointment was for four years. The Director shall appoint an ad hoc committee (See Section V) to review the case and make a recommendation on promotion or termination by the end of the seventh year at the latest. The Director shall then make a decision, taking into account the ad hoc committee's recommendation and other factors, and notify the Intermediate Appointee thereof, not later than six months prior to the end of the current appointment period. Intermediate Appointment does not preclude termination during the appointment period for cause or financial exigency (See Section IV).

C. Indefinite Appointment: Appointment to this level shall signify permanent status within the Library. Indefinite Appointment does not preclude termination for cause or financial exigency (See Section IV).

II. Appointment

Librarians without previous library experience who join the Library staff will normally receive a Probationary Appointment. Librarians with previous library experience who join the Library staff will be reviewed in order to determine possible Intermediate Appointment. That review will be conducted by the Director utilizing the criteria described in Part III, Promotion.

Once appointment is determined, subsequent promotion may follow as outlined in the Policy Statement.

III. Promotion

A. The recommendation to the Director for promotion to Intermediate Appointment shall be made by an individual's immediate supervisor on the basis of satisfactory job performance.

B. The recommendation to the Director for promotion to Indefinite Appointment shall be made by the Ad Hoc Committee to Review Candidates for Promotion to Indefinite Appointment[1] on the basis of satisfactory job performance as reflected in the performance evaluation and the following criteria[2]:

1. Professional competence as evidenced by a) participation in policy determination within the individual's area of special competence or the Library in general; b) the exercise of independent judgement; c) the ability to analyze problems in the individual's area of special competence in relation to the Library as a whole; d) substantive knowledge of a subject field, where appropriate.

2. Professional development such as may be evidenced by any of the following: a) active participation in professional and/or scholarly organizations relevant to the candidate's position; b) publications relevant to the candidate's position; c) presentation of papers; d) reviews of books; e) participation in courses or work toward another degree relevant to the candidate's position; f) service as a member of a task force, team of experts or similar body consulting outside the Library; or g) other demonstrated evidence of continuing education or professional development.

3. Demonstrated administrative ability if administration is a major component of the candidate's position.

4. Demonstrated ability to accept increased responsibility when opportunities arise.

[1] See Section V for the composition and guidelines of the ad hoc committee.

[2] Not in rank order.

IV. Termination and Appeal

A. Involuntary termination of an employee's appointment may be one of three types: 1) Non-renewal of appointment for less than satisfactory performance, 2) Interruption of appointment for bona-fide financial exigency, or 3) Interruption of appointment for cause. In all cases except those of misconduct or willful neglect of duty, the employee will receive six months' notice of termination.

1. Non-renewal of appointment for less than satisfactory performance must be documented by the performance evaluation.

2. Interruption of appointment may be utilized by the Director in cases of bona-fide financial exigency.

3. Interruption of appointment may occur at any time for cause. Cause is limited to:
   a) Grave misconduct
   b) Inability to fulfill the professional functions and responsibilities of the position
   c) Willful neglect of duty

Appeal of termination may be made to the Provost.

B. Employees are to give at least one month's notice of their voluntary termination.

V. Ad Hoc Committee to Review Candidates for Promotion to Indefinite Appointment

A. Composition of the Committee

An ad hoc committee shall be appointed for each candidate by the Director and shall normally number four persons:

1. The Candidate's Division Head

2. The Immediate Supervisor (the Director shall designate another person to serve if the Division Head is also the Immediate Supervisor)

3. A Librarian with Indefinite Appointment, from another work unit if possible

4. The Personnel Officer (ex officio) as a non-voting member

B. Guidelines for the Committee

The Committee should consider only the merit of the candidate and not be influenced by budgetary or other outside considerations. The Committee's deliberations are confidential. The Committee should utilize the established criteria and request pertinent documentation from the candidate and other individuals knowledgeable about the candidate's performance. The Committee may interview the candidate.

Appointment and Promotion for Professional Staff at the University of Chicago Library

APPENDIX

The initial implementation of the appointment and promotion system shal be as follows:

1) Staff members having a nonfaculty academic appointment in the Library for ten or more years will automatically receive Indefinite Appointment.

2) Staff members having a nonfaculty academic appointment in the Library for five to nine years will receive Intermediate Appointment.

3) Staff members having a nonfaculty academic appointment in the Library for fewer than five years and no previous library experience will receive a Probationary Appointment. Staff members having a nonfaculty academic appointment in the Library for fewer than five years but with previous professional library experience will be reviewed by the Director to determine possible Intermediate Appointment.

Once Appointment is determined, eligibility for promotion to Intermediate Appointment will be based on the date of initial professional appointment. Eligibility for promotion to Indefinite Appointment will be based on the candidate's having a nonfaculty academic appointment in the University of Chicago Library for ten years or having Intermediate Appointment for three years, whichever comes first.

The University of Iowa

With the exception of the Dean of Library Administration and the University Librarian, who are members of the University faculty, professional librarians have library ranks comparable to the traditional academic ranks. Insofar as is practicable, the qualifications for appointments and for promotions, and the terms of employment for the four library ranks designated as Librarian I, Librarian II, Librarian III, and Librarian IV, are the same as those in effect for the faculty ranks of instructor, assistant professor, associate professor, and professor, respectively. The salaries of members of each of the four library ranks approximate those of holders of the corresponding faculty rank with twelve-month appointments, and professional librarians participate in the University's retirement plan (T. I. A. A.) and in its life and disability insurance programs.

UNIVERSITY OF IOWA LIBRARIES

Definitions of Librarian Ranks and Criteria for Appointment and Promotion

LIBRARIAN I

Criteria for appointment: A master's degree in librarianship from a library school accredited by the American Library Association and evidence of the potential for a successful career are required. Appointment to certain Librarian I positions may also require competency in a language or subject area, and/or a degree in a particular subject, eitner at the bachelor's or master's level, in addition to the master's degree in librarianship.

Definition: This is a beginning professional rank which is probationary and requires little or no experience. Individuals at this rank are closely supervised and evaluated. (An incumbent is expected to be promoted to Librarian II by the first July after a maximum of four years of employment.)

LIBRARIAN II

Criteria for appointment: In addition to the basic qualifications for Librarian I, appointment or promotion to this level ordinarily requires at least three years of successful service at the Librarian I level and demonstrated professional competence.

Definition: This is the first career librarian grade and a librarian may remain at this grade indefinitely. Work at this level is performed much more independently than at Librarian I but in close consultation with the supervisor. The incumbent at this level may supervise other librarians and/or manage a unit within a department, manage one or more departmental libraries, or in some cases, be appointed to department head.

LIBRARIAN III

Criteria for appointment: In addition to the basic qualifications for Librarian I, appointment or promotion to this level ordinarily requires at least four years of successful service at the Librarian II level. Those promoted or appointed to Librarian III will have performed well above the norm at lower ranks.

Definition: The incumbent works independently, generally performing complex duties, with only occasional reference to the supervisor for general consultation and direction. Generally Librarian III's are department heads, but other positions, either supervisory or non-supervisory, may also be at this level because of the quality of the service or expertise of the incumbent.

LIBRARIAN IV

Criteria for appointment: In addition to the basic qualifications for Librarian I, appointment or promotion to this level ordinarily requires at least five years of successful service at a Librarian III. Those promoted are appointed to Librarian IV will have performed exceptionally well at lower ranks.

Definition: The incumbent works independently, generally performing complex duties, with only occasional reference as appropriate to either the Assistant University Librarians, the University Librarian, the Dean of Library Administration, or the Director of the Law Library in the conduct of day-to-day activities. Librarian IV positions generally have administrative responsibility. Often the incumbent at this level is involved in policy making decisions as well as the implementation of those policies.

November, 1977

UNIVERSITY OF IOWA LIBRARIES

Librarian Performance Evaluation

NAME:

POSITION:

DATE OF EMPLOYMENT:

CLASSIFICATION:

DATE OF EMPLOYMENT IN THIS CLASSIFICATION:

SECTION I: Position Description. (Prepared by incumbent, reviewed by supervisor, and attached to this form. If desired, attach list of professional and/or public service activities.)

SECTION II: Supervisor's Summary of Performance Evaluation Conference. (Attach additional sheets as necessary.)

SECTION III: Staff Member's Comments Concerning Performance Evaluation Conference. (Attach additional sheets as necessary.)

Signature of Staff Member Date

Signature of Supervisor Date

Signature of Assistant University Librarian or Director of Law Library Date

Distribution: Staff Member
Staff Member's File

November, 1977

In determining years of service for computing the rate of vacation accrual, credit will be given for previous periods of employment with the University, as well as for employment with other state agencies, provided all periods of service are considered continuous. For service to be considered continuous, there cannot be a break in service of more than one month (30 calendar days). Exceptions to this rule are those staff members hired prior to November 22, 1977. These staff members retain credit for all prior service provided they do not have a break in service subsequent to November 22, 1977. (When a person brings credit to the University from another state agency, it will be presumed that full payments have been made for all such transferred credit.) It is the responsibility of each staff member to furnish Personnel Services and the employing department with a statement of years of service in the employ of another state agency.

Reports on vacations including personal holidays are made and distributed no later than 15 days after the beginning of each quarter for all staff members on the Employee Sick Leave and Vacation Report form (Chapter VIII, Form 7b), or a departmental form conveying the information.

Staff members file with their department a request for specified vacation dates in advance on the Absence Report form (Chapter VIII, Form 7c), or a departmental form conveying the information. In case vacation time is used in accordance with Section 20.121(c), the report is made as soon as possible by the staff member.

* 20.102 Teaching, Research, Professional and Scientific Staff (President 8-22-74). In general, this policy applies to staff members who are exempt from overtime premium pay. Teaching, research, professional and scientific staff on a twelve-month appointment accrue vacation including personal holidays at a rate of 16.67 hours per month or 200 hours cumulative per year (the preceding has no application to academic-year appointees). Where less than a complete month of service is involved, including the first month of employment, a staff member is entitled to that portion of the monthly accrual that is worked during that month. (The computation of a partial month's allowance is to be computed by using .769 hours for each completed eight-hour day of service.) Vacation credits do not accrue for less than one day's service.

20.103 Merit System Staff. During the first through the fourth year of employment, vacation including personal holidays is earned at the rate of 13 days or 104 hours per year; during the fifth through the eleventh year, at the rate of 18 days or 144 hours; and during the twelfth and through all subsequent years, at the rate of 23 days or 184 hours.

Vacation allowances for any period of less than one year are computed as having accrued at the rate of:

(a) 8.67 hours per month during the first year through the fourth year;

(b) 12.0 hours per month during the fifth through the eleventh year; and

(c) 15.33 hours per month during the twelfth year and for all subsequent years.

Where less than a complete month of service is involved, including the first month of employment, a staff member is entitled to that portion of the monthly accrual that is worked during that month. The computation of a partial month's allowance is to be computed by using:

(a) .400 hours during the first year through the fourth year;

(b) .554 hours during the fifth through the eleventh year; and

(c) .708 hours during the twelfth year and thereafter, for each completed eight-hour day of service.

Vacation credits do not accrue for less than one day's service.

20.110 Leaves of Absence

20.111 General. The term "leave of absence" applies, in most cases, to leaves of absence without pay. Rules covering such leaves are given in Section 20.112. Staff covered by collective bargaining agreements may have benefits different from those described in this section. Reference should be made to the current agreement for those staff members for precise details.

The University is without the authority to pay any person except for services rendered. Since most leaves of absence are for the convenience of the individual leaving or because of inability to perform the duties of office, both preclude payment of salary by the University.

Requests for leaves of absence, with or without pay, are made in advance on the Request for Leave of Absence form (Chapter VIII, Form 7d), and all appropriate signatures are required before the leave is effective. Employee benefits are discontinued during leave without pay, unless arrangements are completed in advance with the Staff Benefits Office.

20.112 Leaves of Absence Without Compensation. A leave of absence without compensation may be granted to permanent employees in the best interests of the University. A Request for Leave of Absence form (Chapter VIII, Form 7d) is completed and approved prior to the granting of a leave of absence without compensation.

A leave of absence is granted for a specific purpose and only when it is possible to operate effectively in the absence of the employee requesting the leave.

NOTE: Special attention should be paid to the continuation of any insurance programs an individual may wish to continue in force during a leave of absence without pay. Assistance with the continuation of insurance programs may be obtained from the Staff Benefits Office and must be initiated prior to the beginning of a leave of absence.

(a) Merit System Staff. The Request for Leave of Absence form (Chapter VIII, Form 7d) is obtained from a departmental executive officer or supervisor. The form is completed prior to the requested leave and approved by the departmental executive officer and the Resident Director of the Merit System. The leave may be for up to one year and may be extended for no more than one additional year using the same procedure as the initial leave. Conditions for approval are found in Merit System Rule 3.149(19A), Leave of Absence Without Pay. A leave of absence without pay for a period of less than ten working days is adjusted on the staff member's hourly time record in lieu of the completion of the Request for Leave of Absence form.

(b) Faculty, Professional and Scientific Staff. The Request for Leave of Absence form (Chapter VIII, Form 7d) is obtained from the departmental executive officer. Approval by the department, dean or other executive officer, the appropriate vice president and the President is required before a leave may be granted. Leaves are granted for one year or less. An extension of the leave for no more than one additional year may be approved using the same procedure as the initial leave. It is important that a Request for Leave of Absence form be completed and forwarded to Payroll in every situation where a faculty, professional or scientific staff member is to be without pay regardless of the length of time.

20.113 Leaves of Absence With Compensation. The University has statutory authority to grant leaves with full or partial compensation to staff members to undertake approved programs of study, research or other professional activity which will contribute to the improvement of the institution. Such leaves are granted with the requirement that the recipient return to the University thereafter or compensate the University for the benefit received /Section 262.9(12), Code of Iowa/. A request for Leave of Absence form (Chapter VIII, Form 7d) is completed and approved prior to the granting of a leave of absence with compensation.

20.114 Off-Campus Assignments. There are certain circumstances in which a member of the faculty will be absent for a day or two on business which is not personal but which is educational in character and is carried on specifically for the beneift of the University. An absence under such circumstances is called "off-campus assignment."

Approval of off-campus assignments, whether or not there is to be reimbursement by the University for travel expense, should be obtained from the dean or departmental executive officer. Deans and departmental executive officers obtain approval from the Vice President for Academic Affairs and Dean of the Faculties (see Section 30.140).

Any circumstances involving borderline situations between leave of absence and off-campus assignment should be cleared with the Vice President for Academic Affairs and Dean of the Faculties.

University of Rochester
1979

Classification, Appointment and Promotion of Librarians

INTRODUCTION

The combination of rising costs, new and rapidly developing information technologies, and a continuously expanding production of literature and information requires that libraries and librarians continue to develop new and often radically different responses to the needs of learning and research. Conditions necessary for recruiting, developing, and retaining the caliber of staff necessary to meet these new challenges are competitive salaries and a system of policies and procedures governing the responsibilities and activities of librarians as well as their development and status in the University.

Librarians are professionals trained in the philosophy and techniques of selecting, organizing, managing and utilizing information materials. In many indispensable and different ways they serve, support and participate in instruction and research in the University's learning process. They also administer or manage a significant portion of the University's past and present resources. Usually educated both in an academic field and library science, librarians perform work which derives from and contributes to a body of knowledge concerned with information handling. They advise and may instruct other academicians and are often engaged in their own academic pursuits. They relate to the academic institution by which they are employed, to the wider world of academia, and to other librarians through professional associations.

RANK STRUCTURE

Librarians of the University of Rochester Libraries shall be ranked and designated Librarian I, Librarian II, or Librarian III. Initial appointment may be assigned at any rank, depending upon the ability of the candidate to meet the criteria for a particular rank. Normally, however, initial appointment for beginning librarians will be at the rank of Librarian I.

The education requirements for the three ranks of librarians are the same. A bachelor's degree plus a graduate degree in library science from an accredited institution normally are required. Additional work at the undergraduate or graduate level in a subject area, reading knowledge of one or more foreign languages, and experience in or knowledge of computer applications in libraries may be required for some positions. Exceptional specialized training or experience may be substituted for part or all of the graduate educational requirements.

Librarian I: Librarian I identifies those librarians who meet the basic criteria for professional appointment. (See Criteria for Appointment). A Librarian I is assigned responsibility for and is supervised in bibliographical, technical, and supervisory work in the library. Continuation at the rank of Librarian I will not exceed three years.

Librarian II: Librarian II identifies those librarians who demonstrate an ability to make professional contributions and to perform complex bibliographical, managerial, or technical work in the library system under general direction but with independent judgement and self-direction. This rank may be the highest rank achieved by those professional employees whose performance evaluations demonstrate consistency in fully meeting the requirements of the position.

Librarian III: Librarian III identifies those librarians who make outstanding contributions to the library by virtue of leadership in the formulation and development of objectives, procedures, and policies for improving library services and the use of its resources, or by virtue of special expertise in bibliographical, technical or managerial aspects of librarianship. The Librarian III must be able to work independently, demonstrate original thought, display excellent judgement, and perform beyond the precise scope of specific assigned tasks. As a senior librarian, a Librarian III should represent the highest aspects of librarianship. Librarians at this rank are expected to contribute to the profession through a variety of formal and informal means, e.g., committee work, continuing education, research, publication or teaching. All appointments or promotions to the rank of Librarian III will be submitted to the University Libraries Council for its review and recommendation. Final decision on promotion will be made by the director of the respective library.

POLICY ON CRITERIA

The criteria for appointment to or promotion in rank must first reflect and support the objectives of librarianship. That the Library and the Professional Librarians play a major role in the educational process is stated below by the Committee on Academic Status of the Association of College and Research Libraries:

> As the primary means through which students and faculty gain access to the storehouse of organized knowledge, the college and university library performs a unique and indispensable function in the educational process. This function will grow in importance as students assume greater responsibility for their own intellectual and social development. Indeed all members of the academic community are likely to become increasingly dependent on skilled professional guidance in the acquisition and use of library resources as the forms and numbers of these resources multiply, scholarly materials appear in more languages, bibliographical systems become more complicated, and library technology grows increasingly sophisticated. The librarian who provides such guidance plays a major role in the learning process.[1]

In accordance with this statement, the objectives of the librarians of the University of Rochester Libraries are as follows:

1. To create an intellectual and physical environment conducive to learning, research, and the exploration of new patterns of problem solving;

2. To develop resources in various media to support all programs of teaching, research, continuing education and public service for the University;

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[1] Association of College and Research Libraries. Committee on Academic Status. Faculty status for academic librarians. Chicago. American Library Association. 1975.

3. To organize these resources and provide access to them so that they can be used efficiently and productively by students, faculty and staff;

4. To provide professional assistance and appropriate instruction to students and faculty in the interpretation and use of materials, and in the solution of complex problems using bibliographic means, thereby promoting more effective, independent use of library facilities;

5. To inform the University community of new resources, services and extramural opportunities;

6. To explore new technological advances and evaluate their efficacy in the context of organizational, bibliographical or public service programs;

7. To participate in cooperative programs with other institutions through networks and systems which share resources and services to the benefit of the educational community locally, regionally, nationally and internationally;

8. To develop and strengthen channels of communication which will expedite the Libraries' response to student and faculty needs;

9. To develop and monitor systems which will insure optimal access to library resources.

The work of librarians, therefore, requires the exercise of a variety of bibliographical, technical, and managerial skills which are best measured, developed and rewarded by evaluation of individual performance according to stated criteria based on the tasks librarians perform.

CRITERIA FOR CLASSIFICATION

University of Rochester librarians are classified with respect to:

A. Education and experience;

B. Responsibility for applying specialized knowledge, expertise, independent judgement, and self-direction in:

  1. the performance of bibliographical, technical or managerial tasks of increasing complexity;

  2. the formulation, interpretation, and implementation of policies, procedures, and mission-oriented objectives in the library system;

  3. the management and improvement of resources and services;

  4. the supervision of support and/or professional staff.

C. Contributions which demonstrate professional or scholarly achievement.

CRITERIA FOR INITIAL APPOINTMENT

Appointment at Rank of Librarian I: Candidates must meet the requirements of a professional librarian. These include a master's degree in library science from an accredited library school, references, academic qualifications and other characteristics which would seem to indicate potential for success in librarianship. Library experience need not be required. Exceptional specialized training or experience may be substituted for part or all of the graduate educational requirements. Appointment at the level of Librarian I will not be continued beyond three years, and any Librarian I who fails to qualify for appointment to Librarian II after three years will be terminated.

Appointment at Rank of Librarian II: Appointment to the rank of Librarian II depends upon a candidate's record of successful performance and demonstrated promise of productive professional activity in the future. Candidates for appointment at the rank of Librarian II normally will have a master's degree from an accredited library school and at least three years appropriate library experience. Exceptional specialized training or experience may be substituted for part or all of the graduate educational requirements.

Appointment at Rank of Librarian III: Appointment at this rank will only be made in rare circumstances. Outstanding contributions in previous positions, professional leadership, and/or scholarly achievements will be required. Candidates for appointment at the rank of Librarian III normally will have a master's degree from an accredited library school. Candidates must also have demonstrated library experience in positions of increasing responsibility or greater knowledge and skill in their area of expertise. Exceptional specialized training or experience may be substituted for part or all of the graduate educational requirements. Appointments to the rank of Librarian III must be submitted to the University Libraries Council for its review and recommendations. Final decision on appointment will be made by the director of the respective library.

CRITERIA FOR PROMOTION

Criteria for promotion should be considered under three main headings:

1. Job performance;
2. Contributions which demonstrate professional or scholarly achievement; and
3. Service to the Library, to the University, or to the profession.

1. Job Performance

A high quality of performance in the area of the librarian's assigned responsibility is the most important and essential criterion for promotion in rank. The ability to carry out competently and independently the full range of library functions pertaining to the librarian's particular assignment must be demonstrated. In the evaluation of performance, the requirements of the particular position should be carefully considered. Also relevant, however, are such job related characteristics as dependability, judgement, accuracy, readiness to assume additional responsibility, ability to organize work, reactions under pressure, responses to criticism and suggestions, and positive relationships with students, faculty members, and other members of the library staff. Each library is to develop standards of professional performance that are reflective of the job descriptions for each professional position in that unit. There should be a standard of performance against which any particular position's job tasks, responsibilities or duties can be measured.

2. Professional or Scholarly Achievement

Academic achievement could be indicated in a number of ways: by the acquisition of relevant degrees; by completion of, or participation in, a non-degree program of continuing education; by the acquisition of an additional language or other skill; by participation as contributor or speaker to professional workshops or conferences; or by a record of scholarly research and publication.

3. Service to the Library, to the University or to the Profession

A continuing record of service to the Library, the University or the profession, above and beyond the assigned responsibilities of the job description, is an additional factor which should be demonstrated by candidates for promotion. Such activities, as preparation of special reports for the library, teaching, or work on library or University committees would be considered, as would service on committees of professional organizations or associations.

The criteria are not of equal significance, and the degree of importance given to any one of them when applied to an individual will be left to the discretion of the appropriate library administrator. One criterion, however, will carry more weight than the others in all deliberations on promotion. That criterion is job performance. Talents and inclinations vary, demands of positions vary, opportunities vary. Excellence in job performance is the one criterion that must be met for any promotion. A librarian at any rank should show potential for and evidence of the other two criteria as well.

APPOINTMENT AND CONTINUING APPOINTMENT

While appointments may be made at any rank, Librarian I is primarily reserved for entering professionals with appropriate educational qualifications, but little or no previous relevant library experience. At the ranks of Librarian II or Librarian III, all initial appointments (including promotions from Librarian I) are made for one year. They are renewable with favorable performance evaluations for one or two years, and can lead to continuing appointment.

Continuing appointment normally will be granted to persons who have five years of service in the University of Rochester Libraries system and have consistently exhibited sustained merit and achievement; it may be granted at either of the two upper ranks. Those holding continuing appointment will be assured of independent administrative review in case of forced layoffs or terminations due to budgetary restraints; these reviews will be in accordance with University Personnel Policy/Procedure No. 354 (concerning layoff and recall). Continuing appointment does not require periodic renewal or renewal upon promotion in rank, but does require continued favorable performance evaluations. Continuing appointment may be terminated for unsatisfactory performance.

POLICY ON SCHEDULE FOR REAPPOINTMENT AND PROMOTION

Promotion of librarians is based primarily upon demonstrated bibliographical, technical or managerial knowledge and ability as identified in systematic, documented, and reviewed performance evaluations. A basic number of years in grade is suggested for each of the ranks before an individual is reviewed for promotion. The schedule provided is not rigid, but should be considered the norm. A person with exceptional qualifications or growth may be recommended ahead of schedule. On the other hand, serving a certain number of years in grade does not make promotion automatic. Merit, as defined in the three Criteria for Promotion, must be demonstrated.

The first rank, Librarian I, will result in either promotion or termination of employment. The first two years of employment are generally considered a training period, with successive employment provisional upon successful performance. Normally an individual who has not shown achievement and sufficient potential for promotion during these two years will not be retained. However, an additional one-year appointment may be granted at this beginning rank if another year's evaluation is advisable before the promotion/termination decision.

Completion of an initial one-year Librarian II or Librarian III appointment with unfavorable performance evaluations leads to reassignment, a probationary reappointment, or to termination. During initial appointments, performance evaluations normally will be scheduled at six-month intervals, and at least annually during periods of reappointment. Careful, well-documented, and formally reviewed performance evaluations must precede all personnel actions. Members of the staff may request formal performance evaluations at any time. Normally, performance evaluations of professional staff who have attained continuing appointments will be scheduled once a year.

Issues regarding assignments, procedures, policies, performance evaluations, promotions and salaries must first be reviewed by the immediate supervisor, preferably in the context of and with reference to previous and current performance evaluations. If the matter(s) at issue cannot be resolved at that level, appeal can be made to the next appropriate administrative officer before referring to procedures as outlined in the University's Personnel Policy/ Procedure No. 160 (concerning grievance) for all faculty and staff. The individual library's administrative chain of command must be exhausted before recourse to University Grievance Procedure.

SCHEDULE FOR EVALUTION AND PROMOTION

Promotions in rank, like salary raises, will become effective at the beginning of the fiscal year (July 1). Supervisory evaluation for salary purposes and supervisory or director review for promotion recommendations will begin well in advance of the fiscal year in which raises and promotions take effect. Years in grade will be counted from July 1 of the calendar year of appointment.

IMPLEMENTATION OF PROMOTION

Promotion in rank will be recommended by the Department Head or other appropriate administrative officer. The recommendation must be forwarded along with a job description and a current performance review done by the immediate supervisor an updated vita supplied by the staff member, and any other supporting documentation deemed appropriate (e.g., copies of publications, letters from faculty or students served, copies of internal reports prepared). Initial review should be made by the department head and a recommendation made. For the River Campus libraries, there is an additional step of review by a division head. The division head should then review all documentation and forward it along with his/her recommendations to the director.

The director will review the recommendation, requesting additional information if necessary, and inform the candidate in writing of the decision and the reasons for it. Review for promotion in rank may also be initiated upon the formal request of an individual staff member.

PERFORMANCE EVALUATION

The performance evaluation shall be conducted in accordance with University Personnel Policy/Procedure No. 194.

NOTE: In the River Campus Library system it is to be understood that "evaluation by supervisor" will automatically include review by the department head as appropriate, and by the assistant director responsible for the staff member's division. Recommendation to the director will also include the process of review and supplementary recommendations by the appropriate assistant director. Substitute "appropriate administrative authority" when applicable for Edward G. Miner and Sibley Music Libraries.

Rank	Timetable	Review/Evaluation
Librarian I	3-6 months	Informal performance evaluation by supervisor. Conference with staff member to indicate how new staff member's performance meets requirements of the job, and the performance standards for that position. Supervisor should arrange for further training if appropriate.
	1st year	Written performance evaluation by supervisor. Conference with staff member to indicate how staff member's performance meets requirements of the job, and the performance standards for that position, and to discuss staff member's position and progress. Supervisor will recommend to the library administration continuation at Librarian I, promotion to Librarian II, or termination.
	2nd year	Vita update; written performance evaluation by supervisor and conference with staff member as above. Supervisor submits recommendation to Director for promotion, probationary reappointment for 12 months or termination.
	3rd year	Vita update; written performance evaluation and conference as above. Supervisor may recommend promotion to Librarian II or termination
Librarian II	1st-4th years	Vita update; written performance evaluation and conference as above. A series of unfavorable performance reviews leads to reassignment or termination.
	5th year	Vita update; written performance evaluation and conference as above. Evaluation and recommendation to director. If Librarian II meets criteria for promotion, a recommendation, with additional documentation, will be submitted for review by the University Libraries Council for promotion to Librarian III. These procedures may be commenced previous to 5 years of service as Librarian II upon a supervisor's recommendation or a staff members application.
Librarian III	Annual	Vita update; written performance evaluation and conference as above.
	Every 5th year	Vita update; written performance evaluation and conference as above. Supervisor, assistant or associate director, and director review and evaluate Librarian and have conference with staff member to review professional growth

RECRUITMENT AND SELECTION

The determination of each library's staff requirements, the designation of positions in each library (including vacancies to be filled), are the responsibilities of the director of each library. Professional positions should be filled with the best qualified candidates in a fair, equitable, and open manner. All procedures for filling those vacancies must comply with the University's Fair Employment Practices, Affirmative Action, and Equal Opportunity guidelines.

The Pennsylvania State University Libraries
University Libraries Committee

PROMOTION AND TENURE CRITERIA

Preamble:

In keeping with the policy of the University, the promotion and tenure policies of the University Libraries are designed to contribute to the academic and scholarly excellence of the University by the maintenance of high standards of librarianship. The University's general criteria "must be applied to promotion and tenure decisions in light of a detailed knowledge of the specific goals of an academic program or organizational unit... The University's complex organization and multiple missions make these academic judgments vital, since no one set of criteria can apply equally to all faculty members in all programs. Likewise, such diversity within the University entails promotion and tenure arrangements specifically tailored to the mission and organizational structure of its various academic units." (PS-23, p.2)

The role of the University Libraries is to acquire materials in support of the University's programs, to organize them physically and bibliographically and to provide assistance to faculty, students and others in using these materials and services for the retrieval of information. The successful performance of this role requires that librarians be involved in, aware of and responsive to the information needs of academic programs, while at the same time, working within the standards, policies and rules developed by the general library community. This dual involvement is peculiar to the Libraries and must be recognized in the development and application of criteria for promotion and tenure.

Librarianship requires that the practicing librarian be conversant with the goals, standards and conventions of the library profession, be able to interpret those within the specific institutional context and to develop collections and services appropriate to that context. The basis of good librarianship is an understanding of the structure needed for the organization of information. This structure encompasses bibliographic organization, the physical organization of collections and organization for the retrieval of information via the appropriate use and assignment of personnel. These are the requirements that are addressed in the unit criterion "Librarianship Ability and Effectiveness."

The functions of librarians differ from those of the collegiate faculties; therefore, librarians must be subject to standards governing promotion and tenure that reflect their identity. Promotion and tenure imply selectivity and choice; they are awarded for academic and professional merit and are based on excellence and future promise. The merits of particular candidates will be judged in reference to all other University Libraries candidates, including prospective library faculty members. Promotion and tenure standards, therefore, cannot be fixed and absolute, but will reflect to some degree the varying needs of the University

Libraries. Diversity of responsibilities within the University Libraries entails promotion and tenure arrangements which recognize the specific missions and goals of the Divisions (Bibliographic Resources and Services, Reference and Instructional Services, and Commonwealth Campus Libraries).

While all criteria will be applied to all candidates for promotion and tenure in Librarian ranks, they will be applied in progressively more exacting degrees depending upon the rank for which the candidate is being considered. Although tenure is not tied to the achievement of a particular rank, effectiveness of performance and future promise will weigh heavily in the tenure decision.

Criteria for promotion and tenure in the University Libraries are as follows, with weightings to be assigned on an individual basis:

I. Librarianship Ability and Effectiveness
II. Scholarship and Mastery of Subject Matter
III. Teaching Ability and Effectiveness
IV. Research Competence
V. Service to the University and the Public

In keeping with the instruction to develop and apply the criteria in accordance with the mission and goals of the Unit, the criterion "Librarianship Ability and Effectiveness" will be the most important in the evaluation process.

As a general rule, excellence of performance and future promise will be judged against the criteria in the following manner:

I. Senior Assistant Librarian - Excellence in Librarianship Ability and Effectiveness and future promise in at least one of the remaining criteria.

II. Associate Librarian - Excellence in Librarianship Ability and Effectiveness and Scholarship and Mastery of Subject Matter, and future promise in at least one of the remaining criteria.

III. Librarian - Excellence in Librarianship Ability and Effectiveness, excellence in Scholarship and Mastery of Subject Matter and excellence in one of the remaining criteria.

Criteria:

I. Librarianship Ability and Effectiveness:

The ability to perform at a high professional and academic level in areas which enable the librarian to contribute to the educational, research and service mission of the University. These areas may include, but are not limited to, the following:

a. The identification, selection and acquisition of books, serials and other library materials necessary to support the teaching, research and service activities of the University.

b. The analysis, development, maintenance and quality control of methods of organization and control of bibliographic information.

c. The interpretation and instruction in the use of library and information resources, bibliographic tools, databases and other organized guides to knowledge.

d. The maintenance and monitoring of the quality of library services.

e. Communication and cooperation with faculty, staff, students and others in the pursuit of better library service.

f. The analysis of library needs and organization of library materials and services to meet the present and future needs of the University community.

Evaluative methods: Peer review; statements from administrators and colleagues; performance evaluation by appropriate administrators.

II. Scholarship and Mastery of Subject Matter:

Evidence of a thorough understanding of and commitment to the field of librarianship as a whole, and where appropriate, the assigned area of academic specialization; evidence of continued intellectual growth in these areas; evidence of an increasing reputation in these areas.

a. Organization of or participation in professional meetings, seminars, institutes or similar meetings.

b. Advanced studies such as:
    1. obtaining an advanced degree beyond the highest degree previously held;
    2. obtaining a degree in an academic discipline other than librarianship;
    3. completion of accredited advanced courses in the field of librarianship, the field of academic specialization, or a related field; or,
    4. completion of professional short courses or the like.

c. Evidence of significant self-education toward a specified goal.

d. Active participation, committee membership or offices held in professional or learned societies.

e. Special recognition inside or outside the University for excellence in librarianship, or where appropriate, the assigned area of academic specialization.

f. Publication of informational material in the field, book reviews, abstracts or indexes, or significant bibliographies.

Evaluative methods: Peer review; statements from administrators and colleagues; transcripts or other evidence of study; records of honors and awards; other relevant information as required.

III. Teaching Ability and Effectiveness:

Effective ability to convey subject matter to students; demonstrated competence in teaching and capacity for growth and improvement; ability to maintain academic standards, and to stimulate the interests of students in the information process and research methodology; evidence of contribution to student growth through counseling, advising and service to students.

a. Teaching ability in Resident Instruction and/or Continuing Education through credit courses and special programs: Ability to present the material in a clear and knowledgeable manner; ability to construct sound instruments of evaluation; ability to guide the students in the development of skills in research methodology and search strategy necessary for the successful pursuit of life-long learning; ability to aid in the planning and development of the Libraries' formal instruction program.

b. Teaching ability in course-integrated and course-related instruction and development of individualized library instruction materials: Ability to convey to the students the knowledge of books, bibliographic tools, data bases, and other library resources appropriate to their particular area of study; evidence of ability to prepare appropriate specialized, supplementary resource and methods guides which facilitate the learning process.

Evaluative methods: Peer review of credit courses, course-integrated and course-related instruction sessions; student evaluations; written evaluations by the instructor in charge of the program or course, statements from appropriate library administrators.

IV. Research Competence:

Ability to carry out research of high quality and scholarly significance, including contributions to the arts; ability to train students in research methods and practice.

a. Ability to plan, direct and carry out research of scholarly and/or professional significance.

b. Ability, which may be demonstrated through publication in scholarly and professional journals, to develop or improve methods of dissemination of knowledge.

c. Ability to make significant contributions to the arts.

Evaluative methods: Acceptance for publication of books, parts of books, or articles in refereed journals; professional and peer review of creative work, papers, oral presentations to scholarly and professional meetings, and contributions to non-refereed journals; peer review of research in progress.

V. Service to the University and to the Public:

Evidence of participation in University, Libraries, collegial, divisional and departmental affairs; consulting or service as a member of a team of experts, task force, review committee or similar body; competence in extending the Libraries' specialized knowledge to the public.

Evaluative methods: Peer review; statements from administrators and colleagues; records of activities, honors or awards for service to the University and the public.

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rev. 7/11/79

VII. Promotion

A. Educational Requirement

For librarians in Library Affairs and Faculty in Special Collections, the academic credential for promotion is the master's degree in library science from an ALA-accredited library school. In the case of persons appointed in Library Services prior to September 1, 1977, or in Special Collections, an advanced degree other than an ALA-accredited master's degree may be considered acceptable in lieu of an accredited master's degree in library science.

B. Criteria for Promotion

1. Teaching and Instructional Support
    a. The first step in promotion is an evaluation of the Faculty member's effectiveness in teaching and/or instructional support activities as defined in or related to the position description. Evidence of superior effectiveness in teaching and/or instructional support is a prerequisite to further consideration for promotion. Without such evidence, promotion will not be granted.

    b. Teaching and instructional support activities may include classroom teaching, reference and research assistance, collection development, and bibliographic organization and control, all of which should demonstrate an up-to-date knowledge of library science and preferably of one or more other academic disciplines.

    c. Detailed and specific evidence of effective teaching and/or instructional support should be included in the dossiers of faculty members being recommended for promotion. Evidence must be drawn from the department head or supervisor and from peer evaluations conducted over a reasonable period of time. Faculty colleagues should be asked to evaluate communication skills, creativity, problem-solving competence, planning and organizing ability, and initiative. Evaluations should also be drawn from other faculty within the academic community with whom the individual has worked closely.

2. Research/Creative Activity

a. Research and creative activity are those activities which serve to advance the discipline or the state of the art. Such activities, ideally, should have significance beyond the limits of our campus rather than being primarily of local value.

b. The dossier of the individual should provide substantiating evidence submitted by qualified observers within or outside the University, for example, reviews of the candidate's research and publication activities. If the candidate's field is one in which no colleague has expertise, it is essential that outside review of the candidate's scholarly activities be sought. Examples of suitable research or publishing activities include:

Research Activities

--classification schemes and related works having significant value beyond the campus; for example, new organizations of subject areas;
--collection guides and compilations useful for interlibrary loan purposes;
--catalogs of special collections;
--specific classification schedules or subject indexes to meet specific needs;
--new and creative contributions to bibliographical control of materials;
--design and creation of special tools or apparatus to improve activities related to acquisition, processing and dissemination of information in print and non-print formats;

- --unpublished papers presented at professional meetings;
- --grant awards for research or scholarly activities;
- --non-print presentations; for example, instruction guides for library usage;
- --mounting of exhibits.

Publishing Activities

- --books, monographs, articles, research papers, exhibit catalogs and reviews of substantial quality in professional and scholarly journals;
- --papers presented at professional meetings where issued in publishing proceedings;
- --chapters contributed to published books and articles contributed to compilations;
- --editorship or acknowledged contributing editorial services for professional journals, series, or compilations.

c. Educational attainment, e.g., additional graduate or professional degree or advanced studies recognized by certificate equivalent to graduate or professional degree, may in some instances (e.g., promotion to assistant professor) be considered evidence of scholarly/creative activity which contributes to the discipline or field of study and offers promise for future achievement.

3. Professional Contributions

Faculty rembers are expected to make professional contributions through service to the department, Library Affairs, the University, and discipline at large. The last item includes discipline-related community service. Professional services may include paid or unpaid consulting work. Administrative and professional work on behalf of the department or the University, for which there is no specific compensation or assignment, may be regarded as service. It is desirable that an evaluation by qualified individuals indicating the quality and extent of the service rendered be submitted within the promotion dossier. Examples of suitable service activities include:

Activities in professional and scholarly organizations

--active participation in professional or scholarly organizations as evidenced by committee assignments;
--offices held;
--planning for and/or leadership in conference programs, institutes, and workshops;
--awards or recognition by professional or honorary societies.

Service activities within Library Affairs and the University

--active participation on official professional committees;
--offices held;
--working on faculty or institutional projects;
--consulting on new programs or activities having significance beyond the normal expectations of a person's position;
--supervision of a student's practicum;
--service on doctoral, master's or honor's thesis committees;
--teaching activities outside individual's areas of responsibilities as given on position description;
--evidence of substantial contributions in translating service.

Service activities outside Library Affairs and the University

--professional service on boards or committees of state, regional, or national agencies;
--substantive consulting services provided to other libraries or academic institutions;
--service as a professional advisor to special programs or projects sponsored by scholarly organizations, consortia, or interdisciplinary academic groups.

C. Minimum Standards for Academic Ranks

1. Assistant Professor

Promotion from the rank of Instructor to Assistant Professor requires:

a. Effective performance in teaching and/or instructional support;

b. Evidence of continued professional growth and service, and scholarly creative activity or educational attainment through acquisition of advanced degrees or certificates of competence.

2. Associate Professor

Promotion from the rank of Assistant Professor to the rank of Associate Professor requires:

a. A demonstrated record of effectiveness in teaching and/or instructional support;

b. A record of scholarly/creative activity such as peer-reviewed publications, special bibliographies, collection guides and compilations, innovative instructional materials, professional presentations, etc.;

c. A record of professional service appropriate to the discipline, the Library, and where possible, the University; and

d. Promise of growth in teaching and/or instructional support and scholarly/creative activity.

3. Professor

Promotion to the highest academic rank of Professor requires superior academic achievement and professional reputation, as evidenced by continued:

a. Scholarly research and publication;

b. Effective teaching and/or instructional support; and

c. Professional contributions or service in local, state, regional, or national organizations.

D. Decision Making Process

1. The appropriate Fiscal Officer will notify the Library Affairs Faculty (excluding Learning Resources Services and the Editorial Projects) that those desiring to apply for promotion the next fall should notify him of their intention by August 15th. The Fiscal Officer will also notify those who have been in rank five years that they are to be reviewed for promotion by the P and T Committee that fall unless they submit a signed letter to him by

August 15th, waiving promotion consideration. Eligible candidates still interested in submitting promotion dossiers should file a copy of the information form which outlines their general promotion qualifications with the Library's Administrative Office by August 30th (copy attached). Voting faculty will have one week (until September 7th) to familiarize themselves with the qualifications of the promotion candidates. Voting will be conducted between September 8th and 15th by the Fiscal Officer and ballots counted by the P and T Committee. Ballots will be unsigned. Candidates will be considered approved for promotion review if they receive a majority favorable vote. Those eligible to vote are the tenured faculty only and for professor candidates--professors only; for associate professor candidates--associate professors and professors only; for assistant professor candidates--all those librarians at or above the rank of assistant professor. Results of the voting will be sent to each candidate by September 16th and also will be incorporated into their promotion dossier. At any step during the process, a faculty member may request in writing that his/her candidacy be withdrawn from further consideration.

2. The Committee considers all faculty members for promotion who have submitted dossiers.
3. The Committee examines each dossier and takes an informal poll to determine the names of those candidates meriting promotion. The result of the informal poll is discussed and a list of promotional candidates is developed.

4. The Committee, at such time as it thinks appropriate, may interview the department head of each person still under consideration.

5. The Committee determination of the final decision on each candidate is by majority vote by secret ballot, an ex officio member voting only when a faculty member in his area is being voted upon.

6. The Committee ranks the candidates recommended by the final vote in priority order and submits their names to the Dean by October 22. The Committee also submits to the Dean the reasons for either favorable or unfavorable recommendation for all faculty members submitting dossiers.

7. After reviewing the Committee's recommendation, the Dean sends written notification specifying the reasons for either favorable or unfavorable recommendation to each candidate by November 1.

8. The Dean notifies the faculty of the names only of persons recommended for promotion by the Committee and approved by the Dean by November 30.

9. The Dean transmits to the Vice-President for Academic Affairs and Research the names of all candidates given favorable recommendations by the Committee on Promotion and Tenure, accompanied by the favorable recommendations of the Dean. The Dean would also submit to the Vice-President the names of persons not recommended by either the Dean or the Committee if the candidates request it, but the negative recommendations would accompany the names.

University of Illinois at Urbana-Champaign

UNIVERSITY LIBRARY
Urbana, Illinois 61801

May 11, 1978

To: Library Faculty

From: Committee on Appointments, Promotion, and Tenure

Attached are two documents concerning tenure and promotion criteria. The first, "Criteria for Tenure Below the Rank of Associate Professor," was adopted by the Library Faculty two years ago. At about the same time our Committee began to discuss the need for guidelines for untenured faculty concerning the relative weight that different kinds of activities might carry in the deliberations of the various recommending and advisory agencies involved in the promotion process. Our draft of these informal and unofficial guidelines was revised by the Promotion and Tenure Advisory Committee, and other changes were made in response to suggestions from the Technical Services Advisory Committee and individual members of the Public Services Advisory Committee and the Executive Committee.

We believe the attached document, "Some Library Promotion and Tenure Guidelines," reflects a solid consensus among those involved in reviewing tenure and promotion recommendations in the Library. The guidelines are not intended to be comprehensive. No mention is made, for example, of formal classroom teaching or academic advising, activities which obviously might provide supporting evidence for tenure or promotion. Although the guidelines make no reference to job performance, the APT Committee assumes that excellence in the performance of primary job responsibilities is the most important and essential criterion for tenure and promotion of librarians. Comments from the advisory committees strongly support this view.

The Committee wishes to thank those who helped us to draft the guidelines. We would welcome Faculty discussion of the guidelines document and suggestions concerning our continuing review of appointment, promotion, and tenure policies in the Library.

M. Balanchandran
B. Coburn
W. Henderson
L. Miller, Chair
N. F. Nash

CRITERIA FOR TENURE BELOW THE RANK OF ASSOCIATE PROFESSOR

"Academic staff can be considered for promotion and/or indefinite tenure at any time, but such consideration must take place in the sixth year of the probationary period for those staff members who have not already achieved indefinite tenure. An appointee in the sixth year of his or her probationary period may be recommended for (1) promotion in academic rank and the awarding of indefinite tenure or (2) tenure without change in academic rank. A recommendation for tenure without change in academic rank will be considered only for staff members currently in the sixth year of service and holding the rank of instructor or assistant professor." (from Academic Staff Handbook, University of Illinois at Urbana-Champaign, p. 6.1, revised February, 1976).

The following is based on the model statement regarding tenure for Library Faculty issued by the Association of College and Research Libraries.

Tenure for a member of the Library Faculty is to be recommended on the basis of excellence of performance as an academic librarian, including the potential for successful handling of increased responsibility. There also should be visible and creditable performance in two or more of the following areas:

1. Scholarly ability as evidenced by research, creative, or other scholarly activities.

2. Effectiveness of service to the Library and University through committee work, participation in institutional governance, or advisement of students or student groups

3. Significant continuing education such as study toward an additional degree or advanced certificate, extensive and relevant course auditing, participation in seminars and clinics, etc.

4. Professional growth demonstrated by active participation in appropriate professional and scholarly organizations.

Excellence in academic librarianship implies an ongoing commitment to scholarly activity and continuing professional growth. The recent provision for individual annual reports and specific guidelines for the annual evaluation of individual on the job performance will help make it possible for the Library to provide more adequate evidence than in the past concerning the criterion of excellence in academic librarianship. The ability of individuals to meet the above criteria is primarily dependent on the success of the Library in providing the necessary climate and abundant opportunity for all librarians to engage in scholarly and professional activities.

While scholarly publication often will provide effective evidence of ability and should be encouraged for all ranks, other creative, service, professional or educational undertakings constitute equally valid indications of leadership and qualification for indefinite tenure.

The Library should move rapidly to institute more stringent criteria for tenure recommendation. This document is intended to serve as an initial step in that direction, and the criteria should be subject to continuing review and refinement. Until now the apparent sole qualification required has been effective job performance, and it would be unjust to apply new criteria retroactively to penalize an appointee who will reach the sixth year of his or her probationary period without sufficient notice of the criteria or sufficient opportunity to become involved significantly in the newly required activities.

Adopted by Library Faculty, April 30, 1976
Amended July 28, 1976

SOME LIBRARY PROMOTION AND TENURE GUIDELINES
May 10, 1978

RESEARCH, CREATIVE, AND OTHER SCHOLARLY ACTIVITIES

University criteria on tenure and promotion include, among other things, visible and demonstrable evidence of research and publication. Refereed publications generally are the most preferred. Invited publications may carry additional weight. While it may not be easy to set an exact number of publications required, as a general rule, substantial evidence regarding quality will be necessary for promotion. It is the responsibility of the departmental advisory committees, the PTA Committee, or other evaluators to vouch for this quality. In the following paragraphs, an effort is made to inform the faculty as to the types of publications which are generally acceptable.

1. Books and monographs, or chapters therein, whether published commercially by library associations, or other professional associations, often carry with them the stamp of independent evaluation and review. Such publications, if subject to outside review prior to publication, provide strong support for tenure and promotion.

2. Journal articles should be published in reputable nationally circulated journals. Among these, articles in refereed journals carry the most weight. While articles in established journals make a recommendation stronger, publications in lesser known journals are also valid.

3. Papers presented at national/regional conferences, seminars, etc. qualify when they are later published. Unpublished papers may add to one's evidence of scholarly ability or off-campus reputation, but will not substitute for a serious lack of published work.

4. Technical reports, occasional papers, non-print publications, etc. may also be considered.

5. Signed book reviews in journals, while strengthening a particular case in conjunction with other publications, may not in themselves be sufficient to support a recommendation for tenure or promotion unless they are substantial, critical, scholarly reviews or review articles.

6. Artistic creativity and performance may apply in the fields of fine arts, music, dance, and theater. Activities in these areas should contribute to one's effectiveness as a subject specialist librarian. Such activities should be reviewed and evaluated in an appropriate manner and suitable documentation should be provided.

Whatever the type of publication, the following general rules apply. A review of all publications by colleagues is necessary to determine the quality of one's publications for promotion and/or tenure. There is no restriction on the subject of research. The imprint can be American or foreign. English as well as foreign-language publications are acceptable. Editorship as well as authorship may contribute to one's professional reputation. Scholarly bibliographies, indexes, catalogs, and exhibit catalogs should imply some contribution on the part of the compiler.

Some categories of publications do not measure up to the University criteria on promotion and tenure. These include committee and departmental reports, book notes, announcements, bibliographies and indexes that are not of a scholarly nature. Preparation of local library exhibits falls below the expected level of criteria for promotion and tenure.

CONTINUING EDUCATION

At the campus level, this is generally understood to mean faculty participation in the provision of continuing education for others. In other words, this would refer to the teaching of extension courses and the like. For the Library Faculty, this would be equivalent to conducting and organizing seminars, workshops, institutes, etc. The Library's formal criteria for tenure below the rank of associate professor speak of continuing education in terms of additional course work, attendance at workshops, seminars, etc. by faculty members. Such work, while leading to better librarianship, is, in itself, of minimal value for the purpose of tenure. At best, it may help strengthen the documentation of a faculty member who has an above average record otherwise. This course work should have been taken for credit and may result in an additional degree. Mere course auditing does not meet the test.

PROFESSIONAL SERVICE

One of the campus criteria for tenure and promotion refers to a developing evidence of a promise of national stature as a leading scholar or artist in a field. Ordinarily one attains this recognition through research and publications, editorship of journals and the like. However, national recognition may also come from assignments on national and regional committees of professional associations. Letters of recommendation to be invited from outside referees in support of tenure/promotion should contain evidence of this recognition. Involvement in committees at the library and university level generally carries very little weight for purposes of tenure.

INDIANA UNIVERSITY LIBRARIES
Criteria for
Promotion and Tenure
Final Report
May, 1976
(Revised June 1978)

I. RANKS FOR LIBRARIANS

CRITERIA FOR PROMOTION

The criteria for promotion are (1) performance, (2) professional development, research and/or creativity, and (3) service. Promotion considerations must take into account, however, differences in mission among campuses, and among schools within some campuses, as well as the individual librarian's contribution to his school/campus mission. The relative weight attached to the criteria above should and must vary accordingly. Promotion to any rank is a recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments.

AFFILIATE LIBRARIAN

Definition and Criteria:

The rank for librarians who have

1. a master's degree from an American Library Association accredited library school or the equivalent professional credentials, or a graduate degree in other professional or scholarly fields where appropriate,

2. less than two years of appropriate experience (see IV. E.).

This rank shall not be held longer than three years. The second evaluation must be followed by a recommendation resulting in (1) promotion, or (2) a one year terminal appointment, or (3) continuation in rank based on extenuating circumstances (e.g. illness) which shall be explained to justify continuation in this rank.

Tenure:

Time spent in this rank is counted toward tenure.

ASSISTANT LIBRARIAN

Definition and Criteria:

The rank for librarians who have had at least two years of appropriate experience, whose performance has met and fulfills the requirements of operational standards, whose professional development, research and/or creativity, and service have been satisfactory, and who show potential for meeting the criteria for promotion to Associate Librarian.

Tenure:

Time spent in this rank is counted toward tenure. In exceptional cases, librarians may be tenured in this rank.

ASSOCIATE LIBRARIAN

Definition and Criteria:

The rank for librarians who have excelled in performance as Assistant Librarians and whose professional development, research and/or creativity, and service shows continued improvement.

Tenure:

Tenure is normally attained in this rank; however, promotions to this rank may be made before the sixth year without granting tenure.

LIBRARIAN

Definition and Criteria:

The rank for librarians whose performance as Associate Librarian has been superior, and whose professional development, research and/or creativity or service has resulted in the attainment of state, regional or national recognition in the library profession.

Tenure:

Tenure accompanies this rank.

VISITING LIBRARIAN

Definition and Criteria:

The term "visiting" is used in instances where, (1) an individual is on leave from another place of employment, (2) an individual is employed on a temporary basis, or (3) an individual is being considered for a permanent position or is considering acceptance of a permanent position. The individual may be engaged in full-time or part-time duties at Indiana University. Although an individual may be reappointed as a visiting appointee, the title is not normally used for more than two consecutive years.

The visiting appointee is normally appointed at a rank not higher than that held by the individual at her/his home institution. All changes from a visiting to a tenured or tenure-probationary appointment follow the customary interview procedures.

Tenure:

This is not a tenure track appointment.

ADJUNCT LIBRARIAN

Definition and Criteria:

This title is used when the status conferred by such a title is deemed important and in a variety of circumstances ranging from those in which the appointees are contributing their services gratis, for a limited period and on a part-time basis, to other cases in which the appointees are compensated for part of their time.

Tenure:

This is not a tenure track appointment.

PART-TIME LIBRARIAN

Definition and Criteria:

Individuals holding these positions devote only part of their time to the duties of a librarian. They may also be gainfully employed in other activities, either with Indiana University or elsewhere. Thus a full-time employee of Indiana University may still be a part-time librarian. A part-time appointee is also appointed at the rank which would be given were that individual being considered for a full-time position. When an individual is employed in such part-time rank on a continuing or recurrent basis, promotion in rank must go through normal procedures of that unit of the library.

Tenure:

This is not a tenure track appointment.

II. REPRESENTATIVE STANDARDS FOR PROMOTION AND TENURE

A. Performance

A member of the library faculty must be, first and foremost, an effective librarian in the position she/he fills on the library staff. Evidence of effective accomplishment of professional responsibilities is provided by position descriptions and evaluations made in relation to them. Additional evidence may be provided by:

1. descriptions of innovative procedures, publications relative to performance, etc.
2. evaluation by library users and colleagues.

B. Professional Development, Research and/or Creativity

A member of the library faculty who is responsive to the demands of his/her profession should make contributions through professional development, research and/or creativity. Evidence might include:

1. professional growth through additional formal or continuing education
2. preparation of scholarly bibliographies, catalogues, indexes or exhibits
3. presentation of papers or lectures at conferences
4. receipt of fellowships, grants, awards or other special honors
5. publication or research including that in process.
6. attendance at professional meetings, conferences, workshops,etc.

C. Service

A member of the library faculty is expected to assume service obligations. Fulfilling these obligations enhances the value of the librarian as a member of the university and library community. Evidence of this concern might include such activities as:

1. participation in professional or scholarly societies
2. service on academic, professional or scholarly committees
3. professional consultation
4. community service in organizations outside the university and/or outside the profession which enhances the image of the university (the relative weight attached to this kind of service varies according to the mission of the individual campus).

III. THE PROMOTION PROCESS

Approved by the Board of Trustees, Indiana University, February 25, 1972*

"Advancement within the library ranks shall be by promotion." Recommendations for promotion in rank are processed as follows:

1. The Personnel Librarian initiates the promotion process by notifying all librarians, their supervisors and, for non-Bloomington units, the appropriate academic officer, that the promotion process should begin.
2. The supervisors, after reviewing their staff for promotion consideration, notify the individual librarian that she/he is being considered for promotion, and that the professional dossier should be prepared. (See Section).
3. If a librarian has not been notified by her/his supervisor that he/she has been recommended for promotion, it is her/his and others' privilege to "submit a recommendation for the promotion of any faculty member including himself or herself. These recommendations shall be properly documented."[1]

   For steps in the promotion process beyond the library division head, see Appendix A.

When a candidate is not promoted, it is "the obligation of the department chairman [supervisor or dean] to review with the candidate the reasons for the failure to promote, if such a request is made by the faculty member involved."[2]

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[1] Academic Handbook. 1973 edition p. 56

[2] Academic Handbook. 1973 edition p. 57

* Statements not in quotes are explanatory additions to the Board of Trustees recommendations.

IV. TENURE

A. The Principle of Tenure for Librarians

The principle of tenure imposes reciprocal responsibilities on the University as a body politic and on the librarian. The University has the responsibility of maintaining the principles of academic freedom. To discharge this responsibility the University provides tenure in order that the librarian may be secure in her/his professional work. The librarian, on her/his part, is obligated to maintain high standards of professional conduct, research and creativity, and performance in the development and organization of library services, and in the communication of information and knowledge to others. (Language adapted from "The Principle of Faculty Tenure," Academic Handbook, Indiana University, 1973, page 23.)

Granting of tenure to I.U. Bloomington library faculty shall normally constitute promotion to associate librarian for those library faculty not already holding that rank.

B. Criteria for Tenure

After the appropriate probationary period, tenure shall be granted to those faculty members whose professional characteristics indicate they will continue to serve with distinction in their appointed roles. Tenure considerations must take into account the mission of the particular unit and the individual librarian's contribution to that mission. A candidate for tenure should excel in performance and be satisfactory in the following two categories:

1. professional development, research and/or creativity
2. service.

C. Authority for Implementation

The implementation of tenure for librarians is based upon the following statement adopted by the Board of Trustees at its meeting of June 30, 1972:

"1. Subject to the provisions which follow, a person appointed as a professional librarian in the Indiana University Library System shall have Library tenure after the same probationary period that is applicable to the faculty.

   a. In general the same procedures which govern faculty tenure determinations (i.e., probationary period, termination of probationary service, non-reappointment, appeal procedures, etc.) for members of the teaching faculty shall be applicable to professional librarians."

For steps in the Tenure process, see Appendix B.

D. Notice of Terms of Initial Appointment

1. Before a librarian is appointed to library rank in the University, the initial salary, rank, years as a librarian elsewhere creditable toward tenure, and duration of the initial appointment and of the probationary period shall be stated in writing and placed in the possession of the University and the librarian.

2. The librarian shall also be advised in writing, before or at the time of the initial appointment, of the criteria and procedures employed in recommendations and decisions about reappointment and the award of tenure specified in the Academic Handbook and library documents.

3. The librarian shall acknowledge in writing at the time of acceptance of the appointment that the conditions and terms of the initial appointment, as well as the criteria and procedures for reappointment and tenure, are agreed to.

E. Credit Toward Tenure

Credit toward tenure for previous experience shall normally not exceed three years; however, in exceptional cases, tenure may be conferred at the time of initial appointment.* Experience in a professional position without the Master's degree or its equivalent shall not normally be credited toward tenure.

1. Experience in other academic and/or research libraries

Service in a professional library position in other academic and/or research institutions may be credited toward tenure.

2. Experience in other libraries

Under ordinary circumstances, credit toward tenure may be given only for previous experience which is directly relevant to anticipated responsibilities at Indiana University. In case of doubt, a job description of the previous position(s) should be requested. Credit toward tenure for experience in other libraries may be granted on a year to year ratio after such experience has been evaluated.

3. Non-Library experience

If an individual holds a graduate degree in other professional or scholarly fields, relevant non-library experience may be credited toward tenure.

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* It should be explained to applicants that acceptance of the maximum of three years credit at the time of appointment may not work in her/his favor since review for tenure will begin in approximately two years. This may not be adequate time to prepare for review.

F. Probationary Period

An individual appointed as a librarian for full-time service shall have library tenure after a probationary period of not more than seven years. Under administrative policies and practices at Indiana University, when a written agreement reduces a librarian's probationary period to less than seven years, this agreement is binding on both parties. The length of the probationary period resulting from any such reduction cannot at a later date be extended to suit the convenience of a librarian or his/her library unit. Since the acquisition of tenure represents a major change in a librarian's status, the librarian to whom tenure is being granted shall be so informed in writing.

Librarians are appointed on a fiscal year basis. When a probationary period expires during a fiscal year, the probationary period will be extended to the end of the year.

G. Annual Review

1. During the period of probationary appointment the librarian shall receive an annual review of professional performance (See Section). At this time, it is the responsibility of the immediate supervisor to inform the librarian of her/his progress toward meeting the criteria for promotion and tenure.

2. The librarian shall cooperate with the principal administrative officer to insure that the file on which such a review is based contains all relevant materials. Each annual review shall be kept in the file, and a copy given to the librarian.

H. Notice Requirements

1. Before any decision is made within a library unit about whether to recommend reappointment or the award of tenure, the librarian shall be notified that she/he is under such consideration and that within a specified and reasonable period of time the librarian may submit materials which she/he believes will be relevant to a consideration of her/his professional qualifications (See Section).

2. The librarian shall be notified as soon as possible of any decision by a library unit not to recommend reappointment or tenure, and the individual shall be notified within stated deadlines of a decision by the University not to reappoint her/him (See IV. I.).

3. At the time that a librarian is notified of a negative recommendation on reappointment or tenure, he or she shall be provided with a copy of the All-University Librarians' Review Board Final Report (See Section) to insure that he/she is fully informed of his/her rights.

I. Notice of Non-Reappointment

For full-time librarians, notice of non-reappointment shall be given in writing in accordance with the following standards:

1. Not later than February 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. Not later than November 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.

J. Review of Decision of Non-Reappointment of Librarians

1. a. Upon receiving notice of a negative recommendation or decision on reappointment or tenure, the first recourse of the librarian shall be to request an oral explanation from her/his principal administrative officer.

   b. Upon written request, submitted within thirty days of notification of non-reappointment, to the principal administrative officer, that officer shall provide the librarian within thirty days a written statement of the reasons for non-reappointment. The statement of reasons should reflect careful consideration of the qualifications of the librarian in terms of the professional standards and needs of her/his department, or division, and the University Libraries.

   c. The librarian who believes that a recommendation or a decision that she/he not be reappointed has resulted from inadequate consideration of professional competence or erroneous information may offer corrections and request reconsideration at the level at which the decision not to recommend reappointment was first made.

2. a. If the librarian is dissatisfied with the result of a request for reconsideration she/he may petition the Librarians' Review Board for a review of the procedures employed in the decision not to recommend reappointment. The petition must be initiated within thirty days following the receipt by the librarian of the written statement of the reasons for non-reappointment (See All-University Librarians' Review Board, Final Report, Section   ).

b. Before undertaking a review, the All-University Librarians' Review Board may seek to bring about a settlement of the issue satisfactory to both parties. The All-University Librarians' Review Board shall provide copies of its report and recommendations within thirty days of reaching its decision to the librarian, the principal administrative officer of the library unit in which the librarian holds an appointment, the Dean of University Libraries, the campus Chancellor, and other appropriate administrative officers.

c. Upon finding by the All-University Librarians' Review Board (accepted by the Dean of University Libraries) that the librarian did not enjoy full benefit of the procedures through fault of an administrative officer or body of the University, the University shall, if necessary to avoid prejudicing the rights of the librarian, extend the probationary appointment for one year beyond its normal termination point, or take other appropriate measures agreeable to the librarian.

Recourse by a librarian to the various rights of appeal, review, and reconsideration set forth above shall not be construed as precluding the University's right to give timely notice of non-reappointment as specified in IV. I. In normal circumstances it is to be anticipated that reconsideration and review will occur before the effective date of termination.

In light of the legitimate educational interests of students, faculty, colleagues, and others, it is the mutual obligation of the University administration and of the affected librarian to observe promptly and fully the above procedures.

K. Dismissal

Dismissal shall mean the involuntary termination of a tenured librarian's appointment prior to retirement or resignation or the termination of the appointment of a non-tenured librarian prior to the expiration of his term of appointment. Dismissal is thus to be distinguished from the non-reappointment of a probationary librarian. Dismissal shall occur only for reason of (a) incompetence, (b) serious personal or professional misconduct, or (c) extraordinary financial exigencies of the University. No librarian shall be dismissed unless reasonable efforts have been made in private conferences between the librarian and the appropriate administrative officers to resolve questions of fitness or of the specified financial exigency. If no resolution is attained, the librarian to be dismissed shall be notified of dismissal in writing by the appropriate University administrative offices one year before the date the dismissal is to become effective, except that a librarian deemed guilty of serious personal misconduct may be dismissed upon shorter notice but not on less than ten days' notice. Upon receipt of the dismissal notification, a librarian must be accorded the opportunity for a hearing. A librarian shall be suspended during the pendency of dismissal proceedings only if immediate harm to herself/himself or others is threatened by continuance. Any such suspension shall be with pay.

L. Geographic Limitation of Tenure

All of the foregoing principles, policies, and procedures relating to tenure are applicable in all University libraries on all campuses. If a librarian's appointment is at a specific, geographically localized campus at the time she/he acquires tenure, her/his tenure shall be specific to that campus. Any subsequent changes affecting the geographic locus of her/his tenured appointment must be agreed to in writing by the University and the tenured librarian. The three major divisions of the University (Bloomington campus, Indiana University-Purdue University at Indianapolis, and the Regional Campuses) provide appropriate structures and administer the necessary procedures for the implementation of general University tenure policies.

In any case in which the position of a librarian with tenure has been eliminated or has been removed from the jurisdiction of the University, the University will make every reasonable effort to place the librarian in a comparable position elsewhere in the University or in another institution.

Prepared by the Ad Hoc Promotion and Tenure Document Review Committee (Polly Grimshaw - chair), in cooperation with the All University Librarians' Promotion and Tenure Committee (Nevin Raber - chair), the Personnel Librarian, and the Library Administration.
Approved by the All University Library Faculty Council and the library faculty on all campuses.
Revision approved by the All University Library Faculty Council and the library faculty on all campuses.

INTERNAL STRUCTURES FOR RANKING

Revised October 1979
University of North Carolina
Chapel Hill

INTERNAL STRUCTURE FOR THE RANKING OF LIBRARIANS

I. APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF PROFESSIONAL LIBRARIANS

A. General provisions

1. Length of appointments

By University policy, appointment to any EPA-non faculty library position is for a one year period. Beyond the probationary period(s) (see I.A.2), such appointments will normally be renewed annually by the University Librarian upon favorable evaluation by the librarian's department head.

Nothing in this document shall imply a commitment on the part of the University to guarantee employment for more than one year.

2. Probationary appointments

A probationary appointment requires that a decision be made and communicated to the probationer prior to its expiration whether he/she will be reappointed or not reappointed upon its expiration. The duration of such probationary periods for General and Assistant Librarians is provided in Art. I.B.1. and 2. The standards and procedures for making and communicating a decision not to reappoint are provided in Art. I.A.4. No probationary period for either a General Librarian promoted to Assistant Librarian or a librarian appointed initially to the rank of Assistant Librarian shall exceed a total of seven years.

3. Procedures for appointments, reappointments, and promotions

Initial appointment of General Librarians and Assistant Librarians and reappointments of General Librarians shall be made by the University Librarian in consultation with the division chairman and department head concerned. Each promotion from General to Assistant Librarian and each reappointment of an Assistant Librarian shall be initiated by the University Librarian upon evaluation by the individual's department head or division head. The department head or division head will prepare the evaluation for each person being reviewed. In appropriate cases, the immediate supervisor of the person being reviewed will be consulted regarding the evaluation.

Each recommendation for appointment or promotion to the rank of Associate Librarian or Librarian shall be referred by the University Librarian for advice to the appropriate Library Appointment and Promotion Committee as specified in Art. II.A. and B.

4. Decision not to reappoint upon expiration of probationary period

A decision not to reappoint upon expiration of a probationary appointment as General Librarian or Assistant Librarian may be made by the University Librarian with the advice of the probationer's division chairman, who shall advise only after consultation first with the department head and then with the assembled Librarians of his/her division. The decision is committed to the professional judgment of the University Librarian after the advice and consultation herein provided. Any factor deemed by the University Librarian to be relevant to total institutional interests may be taken into account in exercise of this professional judgment and may form, in whole or part, the basis of the decision, except that a decision not to reappoint may not be based upon: (1) exercise by the probationer of right of freedom of speech guaranteed by the First Amendment to the Constitution of the United States; or (2) discrimination related to the age, race, sex, religion, or national origin of the probationer; or (3) personal malice. In addition to direct individual notification of decision not to reappoint, the University Librarian shall also communicate this decision in writing to the appropriate division chairman and department head. Such a decision may be appealed: see Art.I.A.6.

5. Suspension or discharge

Permissible grounds for the discharge or suspension of a librarian are those as specified for a faculty member in Section 3A of the *Trustee Policies and Regulation Governing Academic Tenure in the University of North Carolina at Chapel Hill*, effective June 18, 1976.

6. Appeal Procedure

A librarian wishing to appeal non-reappointment, suspension or dismissal has access to the Faculty Grievance Committee. The Faculty Grievance Procedures are set forth in the *Faculty Code of University Government*, 1975, pp. 7-8. (See also Appeals Procedure, pp. 6-8.)

7. Initial Rank Assignment

The University Librarian will assign the initial rank to General and Assistant Librarians within the first 6 months after appointment based on the Curriculum Vitae and in consultation with Division Chairman and/or Department Head. Curriculum Vitae form will be given to each new librarian to be completed within 3 months of appointment. The curriculum vitae will be routed through the Department Head and Division Chairman to the University Librarian for assignment of initial rank, retroactive to the date of appointment. Potential initial assignment of rank at the Associate Librarian or Librarian level will follow the same procedure as outlined above with the exception that the University Librarian will refer the curriculum vitae to the appropriate appointment and promotion committee for assessment and recommendation.

8. Policy changes

If changes in policy or procedures are found necessary by the ranking committees and/or the University Librarian, these changes will be presented to the librarians in writing and discussed at a meeting. The University Librarian will call the meeting and notify all librarians. Any changes should have the approval of a majority of the librarians.

B. Ranks to which appointment may be made and the incidents of employment applicable.

1. General Librarian

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General Librarian is the beginning rank. It is for persons whose duties require a knowledge or basic professional skills and techniques or specialized linguistic or subject competence. The librarian appointed to this rank normally possesses a graduate degree in library science. Generally, the person has little or no experience as a professional librarian.

In considering an individual for appointment, documented evidence of previous achievement should be examined. Academic excellence, personal development, etc., as illustrated in letters of reference, transcripts, and previous work experience should be considered indicators of the individual's potential scholarly and professional contribution.

The probationary period for a General Librarian shall be for a maximum of four years. The individual is appointed for a one year initial probationary appointment and may be reappointed successively for three additional one year probationary periods. The University Librarian, in accordance with the procedures specified in Section A.3 and 4. shall decide and communicate in writing to the individual as to whether he/she will be reappointed for an additional one year term at the end of his/her first two years' employment. Notice of intention not to reappoint shall be given a General Librarian not less than three months prior to the termination of his/her yearly appointment. If a person wishes to request information and understanding concerning the ranking decision, he/she should address any question directly to the University Librarian.

After a General Librarian has been reappointed twice, the University Librarian shall again review the case and then decide and communicate in writing to the General Librarian at least three months before the expiration of this term whether he/she will be given a terminating appointment of one year or be promoted to Assistant Librarian at the end of the fourth year.

Upon the recommendation of a division chairman or a department head the University Librarian may initiate the review procedure outlined in Section I.A.3, for the promotion from General to Assistant Librarian in advance of the time stipulated above.

2. Assistant Librarian

Assistant Librarian is the rank for persons whose duties require a degree of specialization in a linguistic, technical, subject or administrative area. An individual in this rank normally works under general guidance and takes responsibility for development and implementation of new policies, programs, and services. In his/her area of library specialization, the individual should have created a competence acknowledged by his/her peers, and he/she should also have made some contribution to the leadership and effectiveness of the profession. The individual's reputation in the library, the University, and the profession should be determined and documented.

The individual appointed to this rank normally possesses a graduate degree in library science and a minimum of two years professional library experience. Appointment to this rank is based on proven competence.

There is a probationary period of three years for an Assistant Librarian who has been promoted from the rank of General Librarian. A librarian initially appointed to the rank of Assistant Librarian has a probationary period of four years, which may be followed by a second probationary period of three years. At the beginning of the last year of each probationary period, the University Librarian according to the procedures specified in Section A.2. and 3. shall decide and communicate in writing to the individual as to whether he/she will be reappointed.

If the decision is to reappoint after a maximum of seven years of probation, the University Librarian shall refer the individual's record to the Associate Librarian Appointment and Promotion Committee for review and consideration for promotion to the rank of Associate Librarian. Recommendation for promotion to the rank of Associate Librarian approved by the University Librarian would become effective the following year. If the Assistant Librarian is not recommended for promotion, the University Librarian, in accordance with procedures specified in I.A.3., will decide whether to reappoint the Assistant Librarian at this rank or to give the Assistant Librarian a one year terminating appointment. This decision shall be communicated in writing to the individual. If a person wishes to request information and understanding concerning the ranking decision, he/she should address any questions directly to the University Librarian.

In clearly exceptional cases, the individual may be reappointed as Assistant Librarian but is exempt from the assignment of an additional probationary period. If the Assistant Librarian is reappointed at the same rank upon expiration of the probationary periods, a review by the Associate Librarian Appointment and Promotion Committee shall be made not less frequently than every third year to determine if a recommendation to the University Librarian for promotion to the rank of Associate Librarian is in order.

Upon the recommendation of a division chairman or a department head, the University Librarian may initiate the review procedure outlines in Section I.A.3. for the promotion from Assistant to Associate Librarian in advance of the time stipulated above.

3. Associate Librarian

Associate Librarian is the rank appropriate for individuals whose professional performance has been consistently above average; who have made a contribution through research or professional activity; and who have rendered consistent service to the library, campus, University or community. The individual appointed to this rank normally possesses a graduate degree in library science and minimum of five years experience. The individual in this rank must have demonstrated continual growth in specific areas of librarianship such as supervision, collection development, technical processing, systems planning, or specialized reference and bibliographical work.

A review by the Librarians Appointment and Promotion Committee shall be made not less frequently than every fifth year to determine if a recommendation to the University Librarian for promotion to the rank of Librarian is in order. Nothing stated above shall preclude promotions in advance of the time stipulated in normal procedure. Persons can request deferrment of review without prejudice. The request for deferrment will stand for five years until the next review period. If a person wishes to request information and understanding concerning the ranking decision, he/she should address any questions directly to the University Librarian.

4. Librarian

Librarian is the rank appropriate for individuals whose professional library performance and service have been consistently outstanding; who have established state, regional, or national leadership in library or scholarly organizations and whose prominence in their field of service or specialization reflects their superior achievements.

II. LIBRARY APPOINTMENT AND PROMOTION COMMITTEES

In order to provide for a broad based evaluation for appointment and promotion within the Library, there shall be two Appointment and Promotion Committees: (A) Associate Librarian Appointment and Promotion Committee and (B) Librarian Appointment and Promotion Committee. These committees will advise the University Librarian on the recommendations for appointment or promotion put forward by the division chairmen.

A. Associate Librarian Appointment and Promotion Committee

The Associate Librarian Appointment and Promotion Committee shall consist of six elected members with the rank of Associate Librarian, three from each of the two divisions within the Library, to be elected by all EPA staff members. The length of service on this committee shall be for three years in staggered terms. Members may be re-elected. Elections will be held each October by secret ballot to fill the three year terms. Should a member resign before the end of his term, the vacancy will be filled until the next election by the Associate Librarian (in the same division) with the next highest number of votes in the last election.

The University Librarian shall refer all cases being considered for initial appointment or promotion to the rank of Associate Librarian to this committee for review and advice. The University Librarian shall consider the advice of this committee when making recommendations for initial appointment or promotion to the rank of Associate Librarian.

B. Librarian Appointment and Promotion Committee

The Librarian Appointment and Promotion Committee shall consist of six elected members with the rank of Librarian, three from each of the two divisions within the Library, to be electecd by all EPA staff members. The length of service on this committee shall be for three years in staggered terms. Members may be re-elected. Elections will be held each October by secret ballot to fill the three year terms. Should a member resign before the end of his/her term, the vacancy will be filled until the next election by the Librarian (in the same division) with the next highest number of votes in the last election.

In the event that there are less than three available members from either of the two divisions holding the rank of Librarian, the Librarians at large shall elect one or more from their general membership to a temporary one year term in order to complete the committee's membership of six Librarians. If at any time there should not be as many as six members of the staff holding the rank of Librarian, the University Librarian shall make temporary one year appointments to this committee from other ranks and representing the appropriate division(s) to complete its membership.

The University Librarian shall refer all cases being considered for initial appointment or promotion to the rank of Librarian to this committee for review and advice. The University Librarian shall consider the advice of this committee when making an initial appointment or promotion to the rank of Librarian.

III. CRITERIA FOR APPOINTMENT, PROMOTION, AND CONTINUING EMPLOYMENT

An appointment to the professional library staff requires the academic preparation which is evidenced by the possession of the professional degree. The basic quality which must be present for promotion is the ability to perform at a high professional level in areas which contribute to the educational and research mission of the institution--in public service, collection development, or bibliographic organization and control.

Evaluation of the level of performance should take into account judgments of members of the academic community outside the library, as well as those of colleagues in the library.

Additional criteria for promotion in rank may include:

1. Activities related to inquiry and research;
2. Active participation in professional and learned societies;
3. Teaching, not necessarily in a classroom situation; organization of or appearance before institutes, workshops, or similar meetings, and consultancies.

APPEAL PROCEDURE

A librarian may appeal his/her assignment if he/she questions the rank assigned. Informal discussion between the persons involved should precede the submission of a formal request for a hearing. The appeal must be made within 21 days after the date of the letter of rank assignment. The entire appeals procedure should be completed within 60 days.

PROCEDURE (BY RANK)

A. GENERAL LIBRARIAN and ASSISTANT LIBRARIAN ranks assigned by the University Librarian

(1) Before a hearing request is made, the librarian should discuss the rank assignment with the University Librarian in an attempt to reach an agreement through informal means.

(2) If further action is desired, a formal request for a hearing should be written to the Chairman of the Librarian Appointment and Promotion Committee; a copy of this request should also go to the University Librarian.

(3) The Appeals Committee shall consist of the members of the Librarian Appointment and Promotion Committee.

(4) Within 21 days after receipt of a hearing request, the Appeals Committee shall decide whether or not there are sufficient grounds to hear a case and whether or not to accept written statements in lieu of personal appearances by participants. If a decision is made not to hear a case, the committee shall notify the librarian initiating the appeal in writing as to the reasons for its action.

(5) All hearings shall be open only to participants.

(6) In reaching its decision, the Appeals Committee shall not consider

or review any documents or other material to which both the librarian being ranked and the University Librarian are not afforded access.

(7) The Appeals Committee shall submit its report, with recommendations for settlement of the case, to the University Librarian. If the University Librarian's final decision does not concur with the judgment of the Appeals Committee, he should state the reasons for this in detail to the Appeals Committee and to the librarian being ranked.

(8) The rank agreed upon shall be retrospective to the original date of the review.

B. Librarians being ranked or reviewed by ASSOCIATE LIBRARIAN Appointment and Promotion Committee

(1) Before a hearing request is made, the librarian should discuss the rank assignment with the Associate Librarian Appointment and Promotion Committee in an attempt to reach an agreement through informal means. Meeting arrangements will be made by the chairman of the Associate Librarian Appointment and Promotion Committee.

(2) If further action is desired, a formal request for a hearing should be written to the Chairman of the Librarian Appointment and Promotion Committee. An additional copy of the letter of request will be sent to the Chairman of the Associate Librarian Appointment and Promotion Committee and a copy to the University Librarian.

(3) The Appeals Committee shall consist of the members of the Librarian Appointment and Promotion Committee.

(4) Within 21 days after receipt of a hearing request, the Appeals Committee shall decide whether or not there are sufficient grounds to hear a case and whether or not to accept written statements in lieu of personal appearances by participants. If a decision is made not to hear a case, the committee shall notify the librarian initiating the appeal in writing as to the reasons for its action.

(5) All hearings shall be open only to participants.

(6) In reaching its decision, the Appeals Committee shall not consider or review any document or other material to which both the librarian being ranked and the Associate Librarian Appointment and Promotion Committee are not afforded access.

(7) The Appeals Committee shall submit its report, with recommendations for settlement of the case, to the University Librarian. If the University Librarian's final decision does not concur with the judgment of the Appeals Committee, he should state the reasons for this in detail to the Appeals Committee and to the librarian being ranked.

(8) The rank agreed upon shall be retrospective to the original date of the review.

C. Librarians being ranked or reviewed by the LIBRARIAN Appointment and Promotion Committee.

(1) Before a hearing request is made, the librarian should discuss the rank assignment with the Librarian Appointment and Promotion Committee in an attempt to reach an agreement through informal means. Meeting arrangements will be made by the Chairman of the Librarian Appointment and Promotion Committee.

(2) If further action is desired, a formal request for a hearing should

be written to the University Librarian (a copy also going to the Chairman of the Librarian Appointment and Promotion Committee.)

(3) The University Librarian will hear all appeal cases for the Librarian Appointment and Promotion Committee.

(4) Within 21 days after receipt of a hearing request, the University Librarian shall decide whether or not there are sufficient grounds to hear a case and whether or not to accept written statement in lieu of personal appearances by participants. If a decision is made not to hear a case, the University Librarian shall notify the librarian initiating the appeal in writing as to the reasons for his/her action.

(5) All hearings shall be open only to participants.

(6) In reaching a decision, the University Librarian shall not consider or review any documents or other material to which both the librarian being ranked and the Librarian Appointment and Promotion Committee are not afforded access.

(7) The rank agreed upon shall be retrospective to the original date of the review.

After all internal appeals have been completed, if the librarian feels that he has a real grievance, he may then take his case to the appropriate Grievance Committee.

INTRODUCTION

The classification standard for the Library Science Group is a point-rating plan consisting of an introduction, definitions of the Scientific and Professional Category and the occupational group, rating scales and bench-mark position descriptions.

Point rating is an analytical, quantitative method of determining the relative values of jobs. Point-rating plans define characteristics or factors common to the jobs being evaluated, define degrees of each factor and allocate point values to each degree. The total value determined for each job is the sum of the point values assigned by the raters.

All methods of job evaluation require the exercise of judgement and the orderly collection and analysis of information in order that consistent judgements can be made. The point-rating method facilitates rational discussion and resolution of differences in determining the relative values of jobs.

Factors

The combined factors may not describe all aspects of jobs. They deal only with those characteristics that can be defined and distinguished and that are useful in determining the relative worth of jobs. Three factors are used in this plan.

Point Values

The maximum point value assigned to each factor reflects its relative importance. The point values assigned to the degrees of each factor increase arithmetically. The minimum point values for all three factors are one-fifth of the maximum values.

Rating Scales

In the rating plan the factors, weights and point values shown on the next page are used.

Factor	Percentage of Total Points	Point Values Minimum	Point Values Maximum
Knowledge	30	60	300
Professional Responsibility	35	70	350
Management Responsibility	35	70	350
	100		

Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of factors. Each description consists of a brief summary, a list of the principal duties with the percentage of time devoted to each, and specifications describing the degree of each factor to which the position is rated. The bench-mark positions have been evaluated and the degree and point values assigned for each factor are shown in the specifications.

The rating scales identify the bench-mark position descriptions that exemplify each degree. These descriptions are an integral part of the point-rating plan and are used to ensure consistency in applying the rating scales.

Use of the Standard

There are six steps in the application of this classification standard.

1. The position description is studied to ensure understanding of the position as a whole and of each factor. The relation of the position being rated to positions above and below it in the organization is also studied.

2. Allocation of the position to the category and the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.

3. Tentative degrees of each factor in the position being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the description of factors and the notes to raters.

4. The description of the factor in each of the bench-mark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the factor in bench-mark positions for the degrees above and below the one tentatively established.

5. The point values for all factors are added to determine the tentative total point rating.

6. The position being rated is compared as a whole with positions to which similar total point values have been assigned, as a check on the validity of the total rating.

Determination of Levels

The ultimate objective of job evaluation is the determination of the relative values of jobs in each occupational group. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and will be assigned to the same level.

Minimum Qualifications

Each of the group definitions in the category includes a statement of "Minimum Qualifications". These requirements are to apply without modification to all new entrants appointed to positions in the category on or after July 1, 1967. With respect to experienced public servants who may not possess the formal education prescribed in the definitions but who are certified or who are qualified for certification in their jobs on June 30, 1967, in classes prescribed by the Public Service Commission, the statements are intended to indicate the norms against which the qualifications of the individual may be assessed in order to judge whether or not the combination of his education, training and experience provides, for the particular job being filled, qualifications equal to or higher than those prescribed in the "Minimum Qualifications" of the relevant occupational group.

CATEGORY DEFINITION

The Scientific and Professional Category is composed of occupational groups engaged in the application of a comprehensive body of knowledge acquired through university graduation in fields specified in the group definitions, and of professional groups in which membership in Canada is generally controlled by legally established licensing bodies.

Inclusions

Positions included in the category are those in which one or more of the following is of primary importance:

- The application of knowledge, principles, or skills specific to the comprehensive body of knowledge or to the profession required in the appropriate occupational group.
- The supervision or direction of programs or activities performed primarily by employees included in the Scientific and Professional Category.

Exclusions

Positions excluded from the category are those in which:

- Qualifications for a group in the Scientific and Professional Category are not mandatory.
- The primary duties and responsibilities are included in the definition of any group in another category.

GROUP DEFINITION

The selection, acquisition, organization and subject analysis of recorded knowledge in libraries or documentation centres; the provision of reference and bibliographic services; the development and compilation of catalogues, bibliographies, indexes and other similar publications; the development and utilization of manual and automated systems for recording, storing, and retrieving information in library systems; the provision of advice.

Inclusions

Positions included in the group are those that require the application of a comprehensive knowledge of library science in the performance of one or more of the following duties:

- The provision of library services.
- The evaluation, development and utilization of manual and automated systems in library operations.
- The compilation and publication of catalogues, bibliographies, indexes and other works.
- The cataloguing, classifying and assigning of subject headings to library material.
- The search for information.
- The provision of advice on library services, budget, and the selection and disposal of library material.
- The supervision or direction of any of the above duties.

Exclusions

Positions excluded from the group are those that require the selection, classification and disposal of archival material but do not require the application of a comprehensive knowledge of library science.

Minimum Qualifications

University graduation and a degree in library science or postgraduate training in librarianship equivalent to a degree in library science.

RATING SCALES

LIBRARY SCIENCE

FACTOR WEIGHTS

KNOWLEDGE	300
PROFESSIONAL RESPONSIBILITY	350
MANAGEMENT RESPONSIBILITY	350
	1000

KNOWLEDGE

This factor is used to evaluate the difficulty of the work in terms of the academic, subject-matter and administrative knowledge required to perform the duties of the position.

Notes to Raters

The degreesof the Knowledge factor are exemplified by bench-mark position descriptions. The bench-mark positions were assigned to a degree of the Knowledge factor by considering the following criteria:

- the understanding of the principles, theories, techniques and practices of library science,
- the knowledge of related methods of organizing and disseminating information,
- the understanding of the principles, theories, practices, terminology and requirements of a discipline or subject field,
- the understanding of administrative practices, legislation and regulations.

Any one characteristic is only an indication of the difficulty and responsibility of the work, and the whole context within which the work is performed is to be considered.

The degree of the Knowledge factor is determined by considering the four broad knowledge areas listed above. The degree tentatively selected is then confirmed by comparing the duties of the position being rated with the duties and specifications of the bench-mark positions.

The knowledge beyond that associated with the minimum qualifications for the group is normally acquired through combinations of on-the-job training, post-professional courses, workshops, conferences, continuing study of professional literature and experience in related and progressively more responsible jobs.

RATING SCALE - KNOWLEDGE

Degree of Knowledge	Points	Bench-mark Position Descriptions		
		No.		Page
1	60	1	Circulation and Reference Librarian, Fort Frontenac Library, Department of National Defence	16
		2	Bibliographer, Bibliography Division, Reference Branch, National Library	18
		3	General Cataloguer, Cataloguing and Records Section, Headquarters Library, Department of Agriculture	21
2	120	4	Librarian, Research Station Library, Summerland, British Columbia, Department of Agriculture	23
3	180	5	Head, Canadiana Editorial Section, Cataloguing Branch, National Library	27
		6	SDI Specialist, Headquarters Library, Department of Agriculture	30
4	240	7	Chief Librarian, Fort Frontenac Library, Department of National Defence	32
		8	Chief, Public Service Division, Reference Branch, National Library	35
		9	Assistant Chief Librarian, Headquarters Library, Department of Agriculture	38
5	300	10	Director, Cataloguing Branch, National Library	41

PROFESSIONAL RESPONSIBILITY

This factor is used to evaluate the judgement and discretion exercised in applying professional knowledge and technical skills to the conduct of library operations.

Notes to Raters

The bench-mark positions were assigned to a degree of the Professional Responsibility factor by considering the following criteria:

- the requirement to provide advice to clients,
- the requirement to select, analyze and disseminate information,
- the latitude exercised in evaluating and changing existing processing methods and techniques,
- the discretion exercised in organizing, planning and maintaining library services,
- the requirement to develop technical innovations and reach recognized and authoritative conclusions.

Any one characteristic is only an indication of the difficulty and responsibility of the work, and the whole context within which the work is performed is to be considered.

The degree of the Professional Responsibility factor is determined by studying the factor criteria and comparing these to the degree definitions. The degree tentatively assigned is then confirmed or rejected by comparison with the bench-mark position descriptions.

PROFESSIONAL RESPONSIBILITY

Degree of Professional Responsibility		Points	Bench-mark Position Descriptions		
			No.		Page
There is latitude for initiative and judgement in the application of reference and cataloguing tools and in the selection, evaluation, and dissemination of pertinent information. There is also a requirement to advise clients and support staff in the utilization of library resources.	1	70	1	Circ. & Ref. Librarian, Fort Frontenac Library, DND	16
			2	Bibliographer, Bibliography Div., Ref. Br., NL	18
			3	General Cataloguer, Cataloguing & Records Sec., H.Q. Library, AGR	21
			4	Librarian, Research Station Library, Summerland B.C. AGR	23
There is a requirement to exercise initiative and judgement in the selection of methods and techniques to be used and in evaluating and revising existing methods and techniques. The work requires discretion and technical skills in resolving unusual or difficult problems referred by other librarians.	2	163	5	Head, Canadiana Editorial Section, Cataloguing Branch, National Library	27
There is a requirement to exercise initiative and judgement in organizing, planning and maintaining library services, and in evaluating current or proposed methods and techniques. Judgement is required in the solving of unusual and complex problems. There is also a requirement to provide recommendations affecting policy determination for the library, and a responsibility to recommend or advise departmental management of changes in activities and services.	3	256	6	SDI Specialist, Headquarters Library, Department of Agriculture	30
			7	Chief Librarian, Fort Frontenac Library, DND	32
			8	Chief, Public Service Div. Reference Branch, Nat. Library	36
			9	Assistant Chief Librarian, Headquarters Library, AGR	38
There is a requirement to exercise a high degree of initiative and judgement in planning and organizing the services of the library and in formulating and initiating changes in response to recommendations, advice or changed conditions. Precedents are not usually available in developing technical innovations or changes, and decisions on these matters represent recognized authoritative professional conclusions.	4	350	10	Director, Cataloguing Branch, National Library	42

MANAGEMENT RESPONSIBILITY

This factor is used to evaluate the difficulty of the work in terms of the responsibility for human, financial and physical resources.

Notes to Raters

Degree definitions have been included for the first, third and fifth degrees only. However, each of the five degrees is illustrated by one or more bench-mark position descriptions. The bench-mark positions were assigned to a degree of the Management Responsibility factor by considering the following criteria:

- the responsibility for supervising, selecting, appraising and training personnel,
- the responsibility for co-ordinating activities or information exchange between libraries,
- the responsibility for improving and implementing administrative work methods and procedures,
- the responsibility for administering funds,
- the requirement to acquire, house and maintain library holdings.

Any one characteristic is only an indication of the difficulty and responsibility of the work, and the whole context within which the work is performed is to be considered.

The degree of the Management Responsibility factor is determined by studying the factor criteria and comparing these to the degree definitions. Selection of a degree is made on the basis that the position is equal to, more than, or less than a degree that is defined.

The degree tentatively assigned is then confirmed or rejected by comparison with the bench-mark position descriptions.

BY-LAWS OF THE LIBRARY FACULTY

State University of New York
Buffalo

BY-LAWS
OF THE FACULTY OF THE UNIVERSITY LIBRARIES
STATE UNIVERSITY OF NEW YORK AT BUFFALO

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November 1977

PREAMBLE

These Bylaws constitute the regulations for the internal governance of the Faculty of the University Libraries, subject in all cases to the provisions of the Policies of the Board of Trustees of the State University of New York and the Faculty-Staff Handbook of the State University of New York at Buffalo. All actions under these Bylaws shall be advisory upon the Chancellor and the President of the University. Unless specified to the contrary by these Bylaws, the business of the University Libraries Faculty shall be conducted in accordance with Robert's Rules of Order.

I. THE FACULTY

A. Composition

The Faculty of the University Libraries shall include as non-voting members the Chancellor of the State University of New York, the President of the State University of New York at Buffalo and the Director of Libraries. It shall include as voting members all full time and part time staff holding the academic ranks of Librarian, Associate Librarian, Senior Assistant Librarian, and Assistant Librarian, tenured and term appointees, and persons who have held temporary appointments in these ranks for more than six months.

B. Duties and Prerogatives

In its advisory capacity as defined by and subject to the provisions of the Policies of the Board of Trustees of the State University of New York, the Faculty shall participate in the formulation of academic objectives of the Faculty; may advise the Director of Libraries on any matters pertaining to the goals, policies and operations of the University Libraries; shall participate in defining the service functions of the Faculty and Libraries to the academic community; shall participate in the development and preservation of the holdings and resources of the University Libraries. The Faculty shall also enact and enforce rules for its own governance, and it shall consider, transact or delegate such business as is within the scope of its responsibilities. The duties and prerogatives of the Faculty are delineated in further detail within the sections dealing with the various Standing Committees. However, the procedures of any standing Committee may not take precedence over these Bylaws.

C. Meetings

1. Regular quarterly meetings of the faculty shall be held during the last two weeks of August, November and February, and during the last week of May. Annual reports of the Faculty's Standing Committees shall be presented at the May meeting by the Chairman of each Committee or his designated representative. At the August, November and February meetings the Faculty Executive Committee shall, in addition, transmit to the Faculty in full or in summary form the quarterly reports transmitted to it by the other Standing Committees. The Chairman of the Faculty Executive Committee shall preside at all regular and special meetings of the Faculty. In the temporary absence of the Chairman, the Secretary of the Faculty Executive Committee shall act as Chairman and designate another member of the Faculty Executive Committee to act as Secretary. If both the Chairman and Secretary are absent, the Faculty Executive Committee members present shall designate a Chairman and Secretary pro tem.

2. The Faculty Executive Committee shall prepare a written notice of any regular meeting, and shall send it to each voting member of the Faculty two weeks before the date of the meeting. All notices or agenda placed in the U.S. or University mail at least fourteen days before the date of the meeting shall be deemed sufficient notice. One-third of the voting members of the Faculty shall constitute a quorum for the transaction of business at any regular or special meeting. Upon the request of any three voting members of the

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Faculty at a meeting, a vote upon any matter shall be taken by secret ballot. In all votes taken at Faculty meetings a simple majority of those present and voting shall decide the issue, except that amendments to these Bylaws shall require a two-thirds majority of those present and voting.

3. Special meetings of the University Libraries Faculty may be called by the Faculty Executive Committee. It shall do so upon written request from at least one-tenth of the voting members of the Faculty, upon the request of the Director of Libraries, or upon its own initiative. The Faculty Executive Committee shall issue a call and an agenda for a special meeting within one week of receipt of the request, to include those items on the agenda designated by the requestor(s) of the special meeting. At special meetings of the Faculty only the matter or matters specified in the agenda shall be considered. A special meeting is to take place no later than seven calendar days after issuance of the call; except, if an amendment to these Bylaws is to be included on the agenda, such meeting shall be called to meet two weeks after issuance of the call.

4. In the case of regular meetings, the agenda shall provide for discussion of items suggested from the floor. However, no item shall be voted on at a regular meeting which has not appeared on the original agenda.

5. The Faculty Executive Committee shall see that a record of all Faculty meetings is kept and a copy thereof sent to the Director of Libraries and to all voting members of the University Libraries Faculty as expeditiously as possible.

D. Officers

1. The Director of Libraries shall be Chairman ex-officio of the University Libraries Faculty.

2. The Chairman of the Faculty Executive Committee shall be Vice-Chairman of the University Libraries Faculty and preside at regular and special meetings of the Faculty.

3. The Secretary of the Faculty Executive Committee shall act as Secretary of the Faculty.

4. A Parliamentarian shall be appointed to advise the Chairman on procedural matters at meetings.

II. COMMITTEES

A. Standing Committees

The University Libraries Faculty shall have the following Standing Committees:

Faculty Executive Committee
Committee on Appointment, Promotion and Tenure (APT Committee)
Research and Publications Committee
Program Committee
Elections Committee

1. Eligibility

All members of the Faculty shall be eligible to serve on any Standing Committees, with the following limitations:

a) No Faculty member may serve for more than four consecutive years on any one Standing Committee.
b) No Faculty member may serve simultaneously on more than one Standing Committee.
c) There shall be a mandatory two year waiting period following four consecutive years of service on one Standing Committee before a Faculty member is eligible for re-election to that committee.

2. Elections

a) Procedures

Members of the Faculty Executive Committee, the APT Committee, and the Elections Committee shall be elected at large, with voting by mail ballot, beginning during the last week of February. These elections shall be conducted by the Elections Committee. The committee members so elected shall take office at the end of the May meeting of the Faculty. Full elections results and other relevant elections statistics shall be transmitted to all voting members of the Faculty as soon as practicable after the elections, and a summary of statistics shall be incorporated into the annual report of the Elections Committee and presented at the May meeting. All members of the University Libraries Faculty shall be eligible to vote for candidates to fill any vacancies in any of these three Standing Committees. The Faculty member receiving the highest number of votes for a particular vacancy shall be elected to fill that vacancy. A separate ballot shall be used to fill a slate of vacancies for each of these three Standing Committees; the persons receiving the highest number of votes on that ballot shall fill the vacancies. However, if there are vacancies on two or more Committees, the vacancies for one Committee must be filled before elections for vacancies in the other Committees can be held, in the following order: Faculty Executive Committee, Committee on Appointment, Promotion and Tenure, Elections Committee. The purpose of this arrangement is to avoid having any Faculty member being elected simultaneously to more than one of the elected Standing Committees.

b) Method of Voting

During regularly scheduled elections, any vacancy will be filled by means of a two-phase election:

(1) A nominating election in which the names of eligible Faculty members who do not request otherwise shall be on the ballot. In advance of an election the Elections Committee shall notify all Faculty members by mail of the dates on which it is planned to mail out nominating and final ballots, of the dates before which votes must be received to be counted, and of a deadline before which a Faculty member may request in writing that his name not appear on the nomination ballot. This deadline date shall in each case be at least one week after mailing of the notification letters.

(2) A run-off election, in which there shall be on the ballot the names of those Faculty members who have received the largest number of votes in the nominating election In case of one vacancy the top three candidates will be listed; for two vacancies, the top five; for three vacancies, the top seven, for four vacancies the top nine; for five vacancies, the top ten shall be listed. In case of a tie for last place in a nominating election the names of all the candidates involved in the tie will appear on the ballot for the run-off election. In case of a tie for last place in a run-off election this tie vote shall be resolved by a second run-off election.

3. Mid-Term Vacancies

In the event that resignation or illness creates a vacancy on one of the three elected Standing Committees, the chairman of that committee shall notify the Elections Committee giving the effective date of the vacancy. This vacancy shall then be filled to the end of the original term of office by a Faculty member eligible, as of the effective date of the vacancy, for service on the committee involved, provided that the original term of office has a minimum of six months to run. If the vacancy created is of less than a six month duration, the Faculty member elected will fill the unexpired term and also the next regular term of office. A ballot listing alphabetically all these eligible Faculty members shall be distributed to all voting members of the University Libraries Faculty by the Elections Committee within seven calendar days after the vacancy has occurred. The person who receives the highest number of votes in the first round shall be elected. Tie votes shall be resolved by a run-off election. Mid-term vacancies on the two appointed Standing Committees shall be filled as prescribed by the appointment procedures for these Committees.

B. Ad Hoc Committees

The Faculty or any Standing Committee of the Faculty may request the creation of ad hoc committees, specifying their duration, to consider matters not within the jurisdiction of a Standing Committee, or to consider particular matters within the jurisdiction of a Standing

Committee with the consent of a majority of that Standing Committee. The actual composition and charge of ad hoc committees shall be determined by the Faculty Executive Committee, and ad hoc committees shall be responsible to the Faculty Executive Committee.

C. Sub-Committees

Any Standing Committee shall have the right to create subcommittees from among its own members to consider any particular matter within its jurisdiction. Any such subcommittee shall be responsible to its parent Standing Committee only.

D. Minutes and Reports

1. All committees shall maintain minutes of their meetings.
2. All ad hoc committees and Standing Committees, except the Committee on Appointment, Promotion and Tenure shall submit full minutes to the Faculty Executive Committee.
3. All Standing Committees shall submit quarterly and annual reports to the Faculty Executive Committee.

E. Composition and Jurisdiction of Standing Committees

1. Faculty Executive Committee

a) Composition
b) Duties
c) Officers
d) Meetings

a) Composition

This committee shall consist of seven voting members of the University Libraries Faculty elected at-large by the voting members of the University Libraries Faculty according to procedures described in Art. II, Sect. A, Part 2 of these Bylaws. Members will be elected for two-year terms and will be eligible for re-election for one additional consecutive two-year term. Any member who has served four consecutive years shall be eligible for re-election to the Faculty Executive Committee only after an interval of at least two years. To insure continuity in the Committee's work, there will be rotation of membership with three members elected in one year and four members elected the next year.

b) Duties

(1) The Faculty Executive Committee shall act as the representative of the University Libraries Faculty in an advisory capacity to the Director.

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(2) The Faculty Executive Committee shall review and make recommendations, including courses of action, to the Director of Libraries on all matters of interest to the University Libraries Faculty, including goals and policies of the University Libraries, e.g., collection development, public services, technical services, etc.

(3) The Faculty Executive Committee shall actively solicit expressions of opinion from the voting members of the University Libraries Faculty on whatever topics and by whatever methods it deems most appropriate. It is incumbent on the Committee to act upon any matter of interest to the voting Faculty which is brought to its attention by at least five per cent of the voting Faculty in the manner described in Art. II, Sect. E, Part 1, paragraph d.

(4) The Faculty Executive Committee shall draw up and distribute the agenda for all general Faculty meetings and shall see that all notices are posted in the various departments of the Libraries.

(5) The Faculty Executive Committee shall submit reports to the Faculty at all regular Faculty meetings.

(6) The Faculty Executive Committee shall keep and distribute minutes of its meetings and Faculty meetings to all members of the voting Faculty.

(7) The Faculty Executive Committee shall appoint annually a Parliamentarian who shall be a member of either the University Faculty or the University Professional Staff. The Parliamentarian shall serve at all regular and special meetings of the University Libraries Faculty, shall advise the presiding officer on points of procedure or error that may arise at these meetings, and, if a member of the University Libraries Faculty, shall have the right to vote. The same person may serve for an unlimited number of terms.

(8) The Faculty Executive Committee shall determine the composition and charge of Faculty ad hoc committees. Such ad hoc committees are fully accountable to the Faculty Executive Committee as specified in their charges.

(9) The Faculty Executive Committee shall receive reports and/or full minutes from all the Standing Committees except the Committee on Appointment, Promotion and Tenure. The Faculty Executive Committee shall receive quarterly written reports (and any special reports) from all Standing Committees and shall transmit them to the Faculty during the quarterly Faculty meetings, along with any comments it may choose to make.

(10) The Faculty Executive Committee shall make all documents and other materials in its files freely available for inspection upon request by any member of the voting Faculty, except personal information about another individual. It will

be incumbent upon the Committee to bring to the attention of the voting Faculty any documents which the Committee considers of general and major importance to the Library Faculty as a whole.

(11) The Faculty Executive Committee shall actively seek information from the Director of Libraries on matters of interest to the Faculty. The Faculty Executive Committee shall also actively seek advice from the University Libraries Faculty to be transmitted to the Director.

(12) The Faculty Executive Committee shall request a "State of the Libraries" report from the Director of Libraries to be delivered at the regular May meetings of the Library Faculty. Subsequent to this meeting the Faculty Executive Committee shall invite comments from the University Libraries Faculty concerning the actions of the Director and the state of the libraries, and shall transmit a summary of the results to the Director and to the University Libraries Faculty.

(13) The Faculty Executive Committee shall participate with the administrative officers within the Libraries and University in the development and implementation of a periodic evaluation of the Director's performance.

(14) To facilitate the flow of information between the Library Administrative Council and the Faculty Executive Committee, the Faculty Executive Committee shall appoint a member of the Library Administrative Council. This member shall be the Faculty Executive Chairman or a substitute.

(15) The Faculty Executive Committee shall receive and keep a file of the full minutes of the Library Administrative Council.

c) Officers

The Faculty Executive Committee shall elect its Chairman and Secretary for one-year renewable terms. No individual may serve as Chairman for more than a total of two years in any four-year period. The Secretary may serve for no more than four consecutive years.

The Chairman shall preside at all regular and special meetings of the Faculty and of the Faculty Executive Committee, shall draw up the agenda for Committee and Faculty meetings with the assistance of the Committee members, and shall act as the Committee's representative at the meetings of the Library Administrative Council.

The Secretary shall take minutes at all Faculty Executive Committee and Faculty meetings and shall keep and maintain Faculty Executive Committee files. In the temporary absence of the Chairman, the Secretary shall act as Chairman and designate another Committee member to act as Secretary. If both the Chairman and the Secretary are absent the Committee members present shall designate a Chairman and Secretary pro tem.

d) Meetings

(1) Regular meetings of the Faculty Executive Committee shall be held on the second and fourth Tuesday of each calendar month, or the nearest day when a quorum can be present. As far as possible the agenda for regular meetings of the Committee shall be drawn up and distributed to all Faculty members at least one week before each meeting. For regular meetings, all notices and agenda placed in the U.S. or University mail at least seven calendar days before the meeting shall be deemed sufficient notice.

(2) Special meetings of the Faculty Executive Committee may be called at any time by the Chairman of the Committee, at the request of at least two members of the Committee, at the request of the Director of Libraries or upon petition by five per cent of the membership of the Faculty delivered in writing to the Chairman or Secretary of the Committee. Such special meetings shall not occur later than seven calendar days from the date of receipt of the petition by the Chairman or Secretary, unless the petition stipulates a later date.

Regular and special meetings will be open to the entire University Libraries Faculty, including the Director of Libraries, and to others by invitiation of the Faculty Executive Committee.

In both regular and special meetings, only members of the Faculty Executive Committee can vote. Non-members may comment from the floor upon any item on the agenda, but may not vote or propose any additions to the agenda from the floor. In the case of a regular meeting, items not on the written agenda may be brought up for discussion during the meeting by any member of the Committee under the heading of "other business." However, such items can be voted upon only if the Committee members present and voting unanimously agree to such a vote. Any member of the voting Faculty may propose items to be added to the agenda of an upcoming regular meeting. Such proposal shall be submitted in writing to any member of the Committee not later than one hour before the meeting. In the case of a special meeting, no item may be added to the agenda. The Faculty Executive Committee may consider only the item(s) for which the special meeting was called.

2. Committee on Appointment, Promotion and Tenure (APT Committee)

a) Introduction
b) Composition
c) Duties
d) Officers
e) Meetings

a) Introduction

The Committee on Appointment, Promotion and Tenure exists in accordance with the Policies of the Board of Trustees of the State University of New York, 1974 edition, as set forth in Article XI, Title A, and Article XII, Title A. It is different from other standing committees of the Library Faculty in that it plays a role in the procedure of coming to decisions on Personnel actions affecting the Faculty. This procedure (see Section III) involves the Heads of the Library units and departments, the entire University Libraries Faculty, the Director of Libraries, the President of the State University at Buffalo, and the Chancellor and Board of Trustees of the State University as a whole.

b) Composition

This committee shall consist of nine voting members of the Faculty of the University Libraries. These nine members shall be elected at-large by the Faculty of the University Libraries (Assistant, Senior Assistant, Associate, and full Librarians) and shall be members of the Faculty in any of those ranks. Members will be elected for two-year terms and will be eligible for re-election for one additional consecutive two-year term. Any member who has served four consecutive years shall be eligible for re-election to the APT Committee only after an interval of at least two years. To insure continuity in the Committee's work, there will be rotation of membership with four members elected in one year and five members elected the next year.

The Director of Libraries or formally appointed Acting Director of Libraries shall be neither an elected nor an ex-officio member of the APT Committee.

At least seven members of this Committee shall hold continuing appointments to the University Libraries Faculty. No more than two non-tenured members may serve on the Committee. These non-tenured members should have been members of the University Libraries Faculty for at least a period of one year before their election to the APT Committee, but they must not be due to be considered for continuing appointment during their term of office on the Committee. No member of the APT Committee shall be permitted to participate in the consideration of any personnel action brought before the Committee that pertains to himself.

c) Duties

(1) The APT Committee shall consider and make recommendations to the Director of Libraries on:

(a) All term appointments to the University Libraries Faculty, both full and part time. All temporary appointments to the University Libraries Faculty, both full time and part time, shall be reviewed initially after the first six months, and every six months thereafter.

(b) All term re-appointments to the University Libraries Faculty, both full and part time.

(c) All promotions of University Libraries Faculty members, both term and temporary, full time and part time.

(d) All cases involving the granting of continuing appointment to University Libraries Faculty members.

(2) The APT Committee shall hear cases of special review for promotion which may be initiated at any time by any member of the University Libraries Faculty on his own behalf and/or by his Unit Head.

(3) The APT Committee shall submit to the Director of Libraries a written recommendation concerning the disposition of each case which it considers.

(4) The APT Committee may at any time request from the Director of Libraries a status report on any case on which it has taken action.

(5) The APT Committee shall distribute minutes of its meetings only to its members. All files of the Committee shall be confidential.

(6) The APT Committee shall present an annual report to the Faculty at its May meeting. This report shall be a general summary of the Committee's activities, including the number and type of cases considered.

d) Officers

The APT Committee shall select a Chairman and a Secretary who shall serve for one-year renewable terms. Both of these persons shall have continuing appointments. No individual may serve as Chairman for more than a total of two years in any given four year period. The secretary may serve for the full four year period.

It shall be the duty of the Chairman of this Committee to establish the agenda for the meetings of the Committee. He shall preside at meetings and shall be able to vote. He shall also act as spokesman for the Committee and shall prepare written quarterly reports for the Faculty Executive Committee and shall present an annual report to the University Libraries Faculty at the May meeting.

It shall be the duty of the Secretary to keep complete minutes of the meetings of the APT Committee and circulate these promptly to all members of the Committee. In the temporary absence of the Chairman, the Secretary shall act as Chairman and designate another APT Committee member to act as Secretary. If both the Chairman and Secretary are absent the APT Committee members present shall designate a Chairman and Secretary pro tem.

II E 2 e, continued

e) Meetings

Meetings shall be called by the Chairman whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee.

Meetings of the APT Committee shall be closed meetings. Attendance at these meetings for everyone except Committee members shall be by invitation only.

A quorum shall be necessary to conduct business at a meeting. A quorum shall consist of five persons (simple majority of the members of the Committee). In all cases concerning continuing appointment a quorum shall consist of seven members of the APT Committee.

3. Elections Committee

a) Composition
b) Duties
c) Officers
d) Meetings

a) Composition

This Committee shall consist of three voting members of the University Libraries Faculty elected at large by the voting members of the University Libraries Faculty according to the procedures described in Article II, Section A, Part 2 of these Bylaws. Members shall be elected for two year terms and will be eligible for re-election for one additional consecutive two year term. Any member who has served four consecutive years shall be eligible for re-election to the Elections Committee only after an interval of at least two years. The entire Committee shall be elected at one time every two years.

b) Duties

(1) The Elections Committee shall supervise and administer all elections of the University Libraries Faculty in accordance with the provisions of these Bylaw.

(2) The Elections Committee shall maintain a current list of voting members of the University Libraries Faculty.

(3) The Elections Committee shall transmit full election results and other relevant statistics to all voting members of the Faculty as soon as practicable after elections.

(4) The Elections Committee shall establish any details of election mechanism not specifically described in these Bylaws.

(5) The Elections Committee shall submit quarterly written reports to the Faculty Executive Committee and shall present an annual report to the Faculty at its May meeting.

c) Officers

The Elections Committee shall elect its Chairman and Secretary for one year renewable terms.

d) Meetings

Meetings shall be called by the Chairman whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee.

4. Research and Publications Committee

a) Composition
b) Duties
c) Officers
d) Meetings

a) Composition

This Committee shall consist of three voting members of the University Libraries Faculty appointed by the Faculty Executive Committee from a list of persons who have either volunteered, been nominated or suggested by members of the Faculty Executive Committee. Members shall be appointed for two year terms and will be eligible for reappointment for one additional two year term. Any member who has served four consecutive years shall be eligible for reappointment to the Research and Publications Committee only after an interval of at least two years. The entire Committee shall be reconstituted by appointment every two years.

b) Duties

(1) The Research and Publications Committee shall establish and maintain liaison with the University wide Institutional Funds Committee for the purpose of attempting to obtain funds for individual Faculty member's research projects.

(2) The Research and Publications Committee shall publicize to the University Libraries Faculty the availability of grant funds in the University and provide technical assistance in preparing grant proposals.

(3) The Research and Publications Committee shall establish and maintain resource files on the various aspects of preparing research grant proposals.

(4) The Research and Publications Committee shall submit quarterly written reports to the Faculty Executive Committee of the University Libraries Faculty and shall present an annual report to the Faculty at its May meeting.

(5) The Research and Publications Committee shall screen and forward to the University Committee on Institutional Funds individual grant and research proposals by members of the University Libraries Faculty requesting University funding. For this purpose, the Research and Publications Committee shall serve as the University Libraries Faculty's "rating and priority committee."

c) Officers

The Research and Publications Committee shall elect its Chairman and Secretary for one-year renewable terms.

d) Meetings

Meetings shall be called by the Chairman whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee.

5. Program Committee

a) Composition
b) Duties
c) Officers
d) Meetings

a) Composition

This Committee shall consist of five voting members of the University Libraries Faculty appointed by the Faculty Executive Committee from a list of persons who have either volunteered, been nominated or suggested by members of the Faculty Executive Committee. Members shall be appointed for two year terms and will be eligible for reappointment for one additional two year term. Any member who has served four consecutive years shall be eligible for reappointment to the Program Committee only after an interval of at least two years. The entire Committee shall be reconstituted by appointment every two years.

b) Duties

(1) The Program Committee shall promote educational and other professional activities of the University Libraries Faculty drawing on the resources of the Libraries and the University and on resources from outside the University.

(2) The Program Committee shall submit quarterly written reports to the Faculty Executive Committee of the University Libraries Faculty and shall present an annual report to the Faculty at its May meeting.

c) Officers

The Program Committee shall elect its Chairman and Secretary for one year renewable terms.

d) Meetings

Meetings shall be called by the Chairman whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee.

III. PERSONNEL PROCEDURES

A. Preamble

The Faculty of the University Libraries shares the University's goals of pursuing, achieving and maintaining academic and intellectual excellence. Progress towards these goals requires a faculty of librarians with a high level of abilities, backed by adequate collections and facilities.

The Policies of the Board of Trustees of the State University of New York define librarians as faculty, and thereby recognize that librarians, like professors, make a fundamental intellectual contribution to the educational, research and public service missions of the University. The Policies also provide that librarians are a separate and distinct faculty series. This provision recognizes that the intellectual contributions of the library faculty to the University differ in kind and emphasis from those of the teaching faculty.

Thus although the criteria by which librarians are judged must relate to the general criteria applied to all faculty, they must also relate to the unique role of librarians in the academic community. For example, library service rather than classroom instruction must be the critical factor in judging librarians' educational contributions. Similarly, publication cannot have the degree of primacy for librarians that it has for professors in judging research contributions; judgments regarding librarians' contributions in this area must focus on a variety of individual and cooperative achievements, which may of course include publication.

The procedures and criteria which follow have been developed to ensure that the faculty of the University Libraries will be of the highest professional calibre, dedicated to library service and striving for the advancement of academic librarianship.

B. The Multi-Level Review of Personnel Actions

1. In the University Libraries Faculty initial appointments, reappointments, promotions, and continuing appointment follow a logical sequence of recommendation and review first at the Unit level, and then at the Faculty level, before being recommended to the Director of Libraries and higher University officers. The basic stages of this process are marked by the following votes:

III B 1 a, continued

- a) The vote of the faculty of the Library Unit of which the candidate is a member
- b) The vote of the APT Committee
- c) In the case of a Faculty member being considered for continuing appointment, the vote of all members of the University Libraries Faculty who already hold continuing appointment.

2. It is the shared responsibility of the Unit Head, the APT Committee and the Office of the Director of Libraries to make sure that all of these reviews are completed well in advance of the dates when notice of personnel actions is guaranteed to faculty members by the Policies of the Board of Trustees and the agreement between the State of New York and the bargaining agent.

3. The several reviews of each proposed personnel action by votes of different groups of a candidate's colleagues, are designed to provide peer group evaluations from several different points of view. These evaluations are collected as advice for the Director of Libraries and other University officials.

C. Personnel Procedures at the Unit Level

1. The academic excellence of the University Libraries Faculty and of its contribution to the University is established and maintained within each Library Unit. The major responsibility for seeing that this aim is achieved rests on the Head of the Unit.

   - a) The Unit Head must be the guiding force in moving the recruitment and evaluation processes forward, in bringing new Faculty members into the Unit, and in improving those already on the staff.

   - b) The Unit Head shall work out with each member of his Unit a practical sequence of professional activities and contributions that will assist that Faculty member to meet the requirements set forth in the criteria section of these Bylaws.

   - c) The Unit Head shall also see that the members of his Unit Faculty have sufficient time allotted in their work schedules to carry out these parts of their assigned duties.

   - d) The Unit Head will at times be called on to make the hard decisions that lead to terminating a Faculty member whose library services and professional contributions are not meeting the superior standards of this University.

2. Each year the Unit Head shall review the performance and progress of each Faculty member reporting to him, and shall summarize this review in an evaluation report, of which there shall be two copies. Before finally signing the evaluation report the Unit Head shall discuss it in detail with the Faculty member, who may, if he desires, file a comment or rejoinder to any part of the report. One copy of the report shall be furnished to the Faculty member, and the other shall be filed in his personnel file. Points covered in the report should include:

III C 2 a, continued

a) Responsibilities assigned to the Faculty member during the previous year, or since the previous evaluation report.

b) Any available statistical or other records bearing on the Faculty member's performance of those responsibilities.

c) Any evaluative data available from students, faculty, or the public concerning the work performed by the Faculty member.

d) The Unit Head's evaluation of the performance of the Faculty Member.

e) Participation in professional organizations, and contributions (published or otherwise) to the advancement of the library profession.

f) Departmental, Unit, Faculty, or University Committee assignments.

g) Other academic, University, or community service.

h) Other academic accomplishments.

i) Responsibilities assigned to the Faculty Member for the ensuing year.

3. Steps in preparation for a Faculty member's candidacy for reappointment, promotion, or continuing appointment must begin several months before the date scheduled for his presentation to the APT Committee. Responsibility for these steps being initiated and carried through is shared by the Faculty member and the Unit Head. The Unit Head, in appropriate circumstances, may delegate part of his responsibility to the Faculty member's department head or other immediate supervisor. Among the necessary steps are the following:

a) Preparation of a schedule of steps to be completed at various dates. This schedule must be carefully checked to see that sufficient time is allowed after each deadline for taking the actions that have to follow later.

b) Assembly of the documentation required for the dossier that is to be presented to the APT Committee in support of the Faculty member's candidacy. The particular documents needed in each case are specified in section III D, below.

   (1) Because of the many kinds of data that are called for, and of the need in some cases for a considerable amount of correspondence, it is particularly important to begin this operation early.

   (2) The Faculty member shall cooperate in providing material for the dossier, but the Unit Head is responsible for its actual assembly.

(3) In accord with the SUNYAB Guidelines in regard to personnel files, and with the agreement between the State and the bargaining agent, the candidate shall be furnished with copies of all evaluative letters by his supervisor, Unit Head, or other line officer that are written in satisfaction of these Bylaws and of the SUNYAB Procedures for Faculty Personnel Actions. Letters of recommendation solicited or received from University Libraries Faculty members or others in connection with the proposed personnel action shall not be available to the candidate. These confidential letters of recommendation may include a letter from a supervisor or Unit Head, written in addition to the evaluative letters and reports mentioned above.

(4) Careful exercise of judgment is required when documents withheld from a candidate contain comments or assertions that may distort the overall message of a dossier unless the candidate has had an opportunity to make a response. If the record is flawed in this way it will be difficult for the officials and review bodies who depend on the dossier to arrive at a wise and fair decision. It is important for both the Unit Head and the APT Committee to be alert to this danger, and to take whatever action is necessary to see that such gaps in the data are filled. A Unit Head must never violate a pledge of confidentiality, but when he decides it is necessary, he should be free to advise a candidate of the substance of statements (rephrased, of course, and without any indication of their source) that the candidate may wish to answer. Such advice should be in writing, with a copy included in the dossier; and the candidate's response, if any, along with any supporting data he submits, should also form part of the dossier.

c) At an appropriate time the Unit Head shall present the Faculty member's candidacy to the other members of the Faculty in the Unit for their review and vote. In this procedure, which is the first stage of the reviewing process, the following rules shall be followed:

(1) All members of the University Libraries Faculty who work in the Unit are entitled to vote.

(2) Those entitled to vote shall be allowed to examine any available documentation, other than invited letters of evaluation and recommendation. The file for this purpose shall include at least the candidate's job description, his employment history, his updated curriculum vitae, and a summary by the Unit Head of the candidate's annual Evaluation Reports.

(3) The Unit Head may call the voting Faculty into a meeting for discussion before voting, but this is not a requirement.

(4) The vote shall be on the question of whether the candidate's reappointment, promotion, or continuing appointment, as the case may be, should be recommended. Each Faculty member should vote his own conviction, based on his own observation

and knowledge of the candidate's performance, as well as on his study of the available documentation.

(5) Voting shall be in writing, with precautions for protecting the anonymity of ballots.

d) If a Unit Head finds that he will not be in support of a candidacy of a member of the Faculty of his Unit, a procedure exists for appointment of a special Advocate. The Unit Head and the APT Committee share responsibility for seeing that this procedure is made available to the candidate, and that it is carried out in accord with guidelines established and to be established by the President of the University.

e) No Faculty member is required to be a candidate for reappointment or promotion. If a candidate decides to terminate his candidacy at any time, he may do so without being questioned as to the reason for his decision.

(1) When a candidate decides to terminate a candidacy he should notify the Director of Libraries in writing as soon as possible. In the case of a candidacy for reappointment or for continuing appointment, this notification letter shall take the form of a resignation effective prior to or at the end of the Faculty member's current term appointment, and shall also include a statement specifically waiving the Faculty member's rights under the Policies of the Board of Trustees, the agreement between the State and the bargaining agent, or any other document, to be notified prior to a termination of employment at the end of his current appointment.

(2) When a letter of this nature is received by the Director of Libraries a week or more before the time scheduled for presentation of the candidate's case to the APT Committee, he shall promptly notify the Unit Head, who shall destroy the documents assembled up to that time for the dossier. The candidate's name shall be removed from the agenda of the APT Committee; and only his letter terminating his candidacy shall be added to his personnel file.

(3) When a candidate's decision to terminate his candidacy, and his notice to the Director of Libraries to that effect, take place later than one week before his scheduled presentation to the APT Committee, further procedures will be stopped; and it will be decided by the Director of Libraries what documentation should be preserved in the Faculty member's personnel file.

D. The Dossier

1. Each candidacy presented for consideration by the APT Committee must be accompanied by appropriate documentation. The purpose of assembling this dossier is to provide a record of information for the Committee, the Director of Libraries, and other authorities

who will consider the case. Assembling the dossier is the responsibility of the Unit Head to whom the candidate reports or will report. The Unit Head may include in the dossier any document or statement he is requested to by the candidate or his Advocate. The minimum documentation required for each kind of proposed personnel action is listed below.

2. The Unit Head's Letter. In each dossier the letter of the Unit Head to whom the candidate reports or will report is likely to be the most important of all the documents. This letter transmits the dossier from the level of immediate contact with the candidate and his work to the faculty level of the APT Committee and the Director, and in some cases to higher levels of review. In addition to containing the Unit Head's personal appraisal of the candidate, and reporting the quantitative vote of the Unit Faculty, it is the function of this letter to summarize, explain and evaluate the information contained in the other documents of the dossier. The letter should show clearly how, in the Unit Head's judgment, the candidate's qualifications and achievements relate to the criteria and standards applicable to the personnel action being recommended. Except in cases of initial appointment, a copy of this letter shall be furnished to the candidate.

3. Appointment

   a) A letter from the Unit Head to whom the candidate will report, or in the case of a faculty position in the Director's office from the Director or Associate Director, as described in III D2 above.

   b) A complete and accurate description of the position for which the candidate is being recommended.

   c) A curriculum vitae of the candidate, including the following minimal information:

      (1) Full name of the candidate
      (2) Academic history, including dates and places of post-secondary studies, and degrees earned with name and place of institutions conferring.
      (3) Employment history, including name and place of each employing institution, inclusive dates of employment, titles held, and brief descriptions of duties performed.
      (4) Professional and academic honors
      (5) Memberships and offices held
      (6) Institutional and community services performed
      (7) Publications
      (8) Other professional contributions

   d) At least three letters of reference from persons who are in a position to evaluate the professional competency and potential growth of the candidate, such as former employers, instructors, and professional colleagues of the candidate.

III D 3 e, continued

e) Any written appraisals of the candidate by SUNYAB staff members collected during the recruitment process.

4. Reappointment

a) A letter from the Unit Head to whom the candidate reports, or in the case of a Faculty member in the Director's office, from the Director or Associate Director, as described above in III D2. In cases of the last reappointment prior to tenure review, it is especially important for this letter to appraise the candidate's professional growth, and his prospects for meeting the standards for granting of continuing appointment in the time remaining.

b) A complete and accurate description of the position currently held by the candidate.

c) A report of the candidate's employment, prepared in the Director's office, stating the following data as they appear from the University's records. A copy of this report shall have been furnished to the candidate.

(1) Date of first employment as a full-time Faculty member at SUNYAB.
(2) Faculty ranks and titles held, with effective date of promotion or reassignment to each one.
(3) Ending date of the candidate's current term appointment.
(4) Credit, if any, for professional employment prior to first employment at this campus to be allowed in calculating any limit on further term appointments.
(5) The effective date for continuing appointment, when the policies of the Board of Trustees and the bargaining unit agreement require that further appointments must be continuing appointments.
(6) Currently guaranteed notification date, when the candidate must be informed whether his present appointment will be renewed.
(7) Date scheduled for presentation to the APT Committee

d) An updated curriculum vitae of the candidate, including at least the minimal information specified above in III D 3 c.

e) The candidate's most recent Annual Performance Evaluation Report.

f) Letters of appraisal from at least three persons who have worked closely with the candidate, and can therefore be expected to be familiar with his performance and qualifications.

These appraisals may be from Faculty and/or non-Faculty members of the staff of the University Libraries, from teaching Faculty members of the various academic units of the University, or from others.

g) A copy of the Unit Head's letter, if any, summarizing statements in the Dossier that the candidate may wish to answer, as described above in III C 3 b (4); and the candidates's response, if any.

h) A copy of the Unit Head's letter of notification to the candidate if the Unit Head does not intend to recommend reappointment, as described above in III C 3 d; and in the candidate's letter, if any, appointing an Advocate.

i) Letters and/or other exhibits, if any, collected, or prepared by the Advocate, as referred to above in III C 3 d.

5. Promotion

a) A letter from the Unit Head to whom the candidate reports, or in the case of a Faculty member in the Director's office, from the Director or Associate Director as described above in III D 2.

b) A complete and accurate description of the position currently held by the candidate.

c) A report of the candidate's employment, as described above in III D 4 c.

d) An updated curriculum vitae of the candidate, as described above in III D 3 c.

e) The candidate's most recent Annual Performance Evaluation Report.

f) Letters of appraisal from at least three persons who have worked closely with the candidate, and can therefore be expected to be familiar with his performance and qualifications. These appraisals may be from Faculty and/or non-Faculty members of the staff of the University Libraries, from teaching Faculty members of the various academic units of the University, or from others.

g) A copy of the Unit Head's letter, if any, summarizing statements in the Dossier that the candidate may wish to answer, as described above in III C 3 b (4); and the candidate's response, if any.

h) A copy of the Unit Head's letter of notification to the candidate if the Unit Head does not intend to recommend promotion, as described above in III C 3 d; and the candidate's letter, if any, appointing an Advocate.

i) Letters and/or other exhibits, if any, collected or prepared by the Advocate, as referred to above in III C 3 d.

6. Continuing Appointment

a) A letter from the Unit Head to whom the candidate reports, or in the case of a Faculty member in the Director's office, from the Director or Associate Director, as described above in III D 2.

b) A complete and accurate description of the position currently held by the candidate.

c) A report of the candidate's employment, as described above in III D 4 c.

d) An updated curriculum vitae of the candidate, as described above in III D 3 c.

e) The candidate's most recent Annual Performance Evaluation Report.

f) Letters of appraisal from at least three persons who have worked closely with the candidate, and can therefore be expected to be familiar with his performance and qualifications. These appraisals may be from Faculty and/or non-Faculty members of the staff of the University Libraries, from teaching Faculty members of the various academic units of the University, or from others.

g) A copy of the Unit Head's letter, if any, summarizing statements in the Dossier that the candidate may wish to answer, as described above in III C 3 b (4); and the candidate's response, if any.

h) A copy of the Unit Head's letter of notification to the candidate if the Unit Head does not intend to recommend continuing appointment as described above in III C 3 d; and the candidate's letter, if any, appointing an Advocate.

i) Letters and/or other exhibits, if any, collected or prepared by the Advocate, as referred to above in III C 3 d.

E. Review at the Faculty Level by the APT Committee

1. The Committee on Appointment, Promotion and Tenure shall meet and study the documents in the Dossier of each candidate being presented to it for review, and after discussion with the Unit Head, and with the candidate's Advocate, if any, shall vote on the recommendation embodied in the documents. The candidate being reviewed shall not be personally interviewed by the Committee; and only one person at a time who is not a member of the Committee shall be present during a presentation to the Committee.

2. If the Committee believes that the dossier submitted to it does not present a complete picture or is insufficient for making a decision, it may return the documentation to the Unit Head for clarification or for the assembling of additional information.

3. At the time of voting in the Committee, only members of the Committee shall be present.

4. The direction of the vote by the APT Committee on the question of recommending a candidacy shall immediately be orally transmitted to the Unit Head, and by him to the candidate. The quantitative vote shall be reported in writing to the Director of Libraries.

5. In cases where the candidate has appointed an Advocate, a summary of the testimony of the Advocate shall be prepared by the Committee Secretary, in cooperation with the Advocate, and be added to the dossier, with a copy delivered to the candidate.

6. In all cases involving candidacy for continuing appointment, a vote of the tenured members of the University Libraries Faculty shall be conducted by the Director's office, following completion of consideration by the APT Committee. In this connection, the tenured members of the Faculty shall be notified when and where they may inspect the candidate's dossier prior to recording their votes.

F. General Criteria

The following criteria are to be considered the basis for the granting of appointment, reappointment, promotion and continuing appointment to members of the SUNYAB University Libraries Faculty. The criteria are intended to guarantee that only librarians of high professional and/or academic caliber are appointed and retained, so that library service to the University will achieve and maintain a high standard of excellence. Members of the University Libraries Faculty are expected to demonstrate this excellence, first of all, in their contributions to the library system and its users. In addition they are also expected to contribute to the advancement of their profession and to the University and its community. However, contributions to the Libraries and their services are the most important single consideration in the appointment and promotion of members of the University Libraries Faculty. A candidate's ability to make substantial contribution to the Libraries and their services in one or more, but not necessarily all, of the following professional areas of librarianship will be evaluated.

1. Bibliographical Control of the Collection

This involves the application of a knowledge of bibliographical organization, including cataloging and classification principles, to monographs, serials, documents and other library materials in all formats so that those materials are properly organized in the collections, and so that the information contained in them is fully represented in the card catalog and other bibliographical records of the Libraries. Of particular concern is the ability to analyze library materials, define their bibliographical components and describe them systematically in terms that will be meaningful to the users of the University Libraries. Furthermore, this may involve specialized linguistic and/or subject expertise as appropriate as well as a continuing awareness of changing areas of knowledge and research interests. This must also involve a continuing critical appraisal of bibliographical devices, such as subject headings, and the ability to adjust and adapt them to meet user needs. Finally, this requires a knowledge of the latest developments in bibliographical methods and procedures and the ability to appraise these and apply them as necessary.

2. Development of the Collections

This involves the responsibility of building the collections which support the instruction and research missions of the University. Effective performance in this area requires a thorough knowledge of new and retrospective publications in a given subject field together with their bibliographic and publishing sources. Furthermore, it requires demonstrated expertise in the contributions to the appropriate library field. Also it requires a continual awareness of new developments in the field, a familiarity with the University's instructional and research program, and an ability to evaluate the merits of individual publications with respect to the needs of these programs.

3. Reference, Information and Instructional Service

This involves in-depth knowledge of reference and information sources. At the same time, a general knowledge of the broad areas of the humanities, social sciences, or sciences and their literature is essential. Effectiveness in aiding users in locating and using information through the ability to interpret bibliographic systems should also be evident. Of particular importance is demonstrated teaching effectiveness in a variety of situations such as individual consultations, orientation sessions, and classroom lectures or formal courses in bibliography and research methodology. The ability to compile bibliographic guides and other materials to maximize user access to information is also important.

4. Administration and Management

This involves the ability to administer and manage complex library operations which require professional and academic knowledge and judgment. Important factors to consider are the ability to weigh alternatives, establish objectives, and plan their implementation. The ability to provide leadership and to further cooperation is also important. The ability to relate unit objectives to the Libraries' goals and objectives is crucial, as is the ability to relate and interpret the Libraries' goals and operations to the SUNYAB academic community. Finally, the ability to manage resources is essential.

G. Criteria for Appointment, Reappointment, Promotion and Continuing Appointment

1. Appointment

Persons appointed to the rank of Librarian, Associate Librarian, Senior Assistant Librarian or Assistant Librarian will normally possess a Master's Degree from an accredited school of Librarianship. Such a degree is considered the appropriate terminal degree for librarians. In addition, when particular subject, language, or other specialized competency is required for the specific positions, candidates will be expected to demonstrate such competency through appropriate experience or additional education. For such positions, a candidate with highly specialized subject qualifications who does not have a Master's degree from an accredited school of librarianship may be appointed, with the understanding that he or she will acquire such a degree within two years from the date of initial appointment. In a limited number of cases, equivalent scholarly or professional attainments may be considered acceptable in place of the master's degree in librarianship. Examples of such cases may include archivists or curators of special collections.

a) Assistant Librarian

Assistant librarians are normally at or near the beginning of their careers in librarianship. Evaluation at this level is principally on the basis of promise shown by the individual's academic record and/or performance during any relevant experience. Appointment shall be made on an expectation of future contributions of substantial quality. Evidence should strongly support the prediction that the individual will be a good librarian.

b) Senior Assistant Librarian

A candidate for appointment to this rank must have demonstrated competence in one or more of the fundamental areas of librarianship as described under "General Criteria" above. Such a candidate must show high promise as a librarian and must show demonstrable professional achievements, which could include professional, university or community service.

c) Associate Librarian

A candidate for appointment to this rank must have demonstrated competence in one or more of the fundamental areas of librarianship as described under "General Criteria" above. Such a candidate must show continuing growth as a librarian and must show demonstrable professional achievements extending well beyond those involved in the attainment of the senior assistant rank. Evidence of effective participation in professional, university or community service should also be shown.

d) Librarian

A candidate for appointment to this rank must have demonstrated competence in one or more of the fundamental areas of librarianship as described under "General Criteria" above. Such a candidate must be a clearly established, nationally visible and highly regarded librarian. Evidence of effective participation in professional, university or community service must be shown. The evidence supporting the recommendation for appointment to this rank should be forward-looking. The record should show clear and strong support that continuing growth as a librarian has been demonstrated and will continue. Professional attainments must be of the first rank and nothing less than excellence is acceptable.

2. Reappointment

Persons reappointed to the rank of Librarian, Associate Librarian, Senior Assistant Librarian or Assistant Librarian must have significantly fulfilled that potential which was promised when they were initially appointed to that rank. Candidates will be evaluated according to the "Criteria for Appointment" and "General Criteria" as stated above. They must show evidence that growth will continue, and that they are making satisfactory progress towards meeting the requirements for continuing appointment.

3. Promotion

The criteria for promotion to any given rank will be the same as the criteria for appointment to that rank. Promotion to any rank indicates an expectation of continued high performance and is never simply a reward for services already performed. No minimum length of service in any rank shall be required for eligibility to the next rank.

4. Continuing Appointment

Persons granted continuing appointment at the rank of Librarian, Associate Librarian, Senior Assistant Librarian, or Assistant Librarian must have fulfilled the requirements of their positions in one or more of the areas of librarianship described in "General Criteria" in an outstanding manner. They must show evidence of professional contributions of high quality and must also show evidence that such contributions will continue. Persons are normally granted continuing appointment at the rank of Librarian or Associate Librarian. Continuing appointment may be granted at the Senior Assistant Librarian or Assistant Librarian rank under certain circumstances.

IV. LIBRARY REPRESENTATIVES

A. Faculty Senators

Election of Faculty senators shall be conducted according to procedures described in the Bylaws of the Faculty Senate. The number of Senators representing the University Libraries Faculty shall be determined by the Faculty Senate.

1. Election

The Standing Committee on Elections shall conduct the election of the University Libraries Faculty's representatives to the Faculty Senate. These elections shall be conducted by the "Bullet system."

In the election of candidates, there shall be a nominating election and a run-off election, each conducted by the "Bullet system."

2. Duties

a) The Senators shall represent the University Libraries Faculty and University Libraries at the meetings of the Faculty Senate.

b) The Senators shall attend at least one meeting per quarter of the Faculty Executive Committee, at which they shall report to the Committee.

c) The Senators shall present an annual report at the May meeting of the University Libraries Faculty.

B. Members of University-Wide Committees

1. Duties

a) The Members of the University-Wide Committees shall attend at least one meeting per quarter of the Faculty Executive Committee, at which they shall report to the Committee.

b) The Members of the University-Wide Committees shall present an annual report at the May meeting of the University Libraries Faculty.

V. ADOPTION AND AMENDMENT OF BYLAWS

A referendum to effect the adoption of these revised Bylaws shall be conducted by mail. All voting members of the University Libraries Faculty shall receive ballots, and a two-thirds majority of those voting shall be required to adopt these revised Bylaws. These Bylaws may be amended by a two-thirds majority of those Faculty members present at a meeting of the Faculty and eligible to vote, provided that a proposal to amend be submitted to the Faculty at least two weeks in advance of the meeting at which the proposal is to be considered. Amendments may be proposed through the submission of a petition to the Faculty Executive Committee containing the text of the proposed amendment and the signatures of at least one-tenth of the voting members of the Faculty. The Bylaws and Amendments shall take effect immediately upon their adoption. Provisions of these Bylaws concerning consultation with the Faculty shall be subject to the approval of the President of the University.

MICHIGAN STATE UNIVERSITY LIBRARY FACULTY BYLAWS

1. THE FACULTY OF THE LIBRARY

1.1. Composition of the Faculty

1.1.1. Regular Library Faculty shall be composed of all persons in the M.S.U. Libraries who have been appointed as librarians by the Board of Trustees.

1.1.2. Temporary Library Faculty shall consist of all persons in the M.S.U. Libraries who have been granted temporary appointments as librarians by the Board of Trustees.

1.2. Voting Faculty

1.2.1. The voting faculty in the election of university councils and committees shall be all Regular Library Faculty as defined in 1.1.1. of these Bylaws.

1.2.2. Regular and Temporary Library Faculty shall be eligible, upon appointment, to vote on matters concerning activities within the library system.

1.2.3. A librarian jointly appointed in two or more units may vote only once in a given election. In elections voted upon by two or more units, the librarian shall vote in that unit which has primary responsibility for initiating personnel action.

1.3. Faculty Meetings

1.3.1. Library Faculty meetings shall be held at least once during each of the fall, winter, and spring terms; or more frequently at the request of the Director of Libraries, or of the Library Advisory Council, or upon petition of 25 per cent of the Library Faculty.

1.3.2. Conduct of all Library Faculty meetings shall be governed by Roberts' Rules of Order, Revised, except as modified by the voting faculty.

1.3.3. The Chairperson of the Library Advisory Council shall be presiding officer at Library Faculty meetings. In case of her/his absence, the Chairperson shall appoint another elected member of the Library Advisory Council to preside.

1.3.4. A quorum shall consist of 60 per cent of the Library Faculty eligible to vote on internal matters.

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1.3.5. The agenda for Library Faculty meetings shall be prepared by the Director in consultation with the Library Advisory Council. The agenda shall be distributed to all librarians at least three working days prior to the meeting unless a situation arises which requires that a meeting be called immediately.

1.3.6. Any vote taken during a Library Faculty meeting will be approved only if it represents a majority vote of those eligible to vote on the matter. If such a majority is not reached at the meeting, the matter will be referred to a written ballot of all eligible members. A written ballot may be required by a simple majority of those present at the faculty meeting.

1.3.7. The Secretary of the Library Advisory Council shall also serve as secretary for the Library Faculty meetings. The minutes of Library Faculty meetings shall be distributed to all librarians.

1.4. Annual Librarian Evaluation

1.4.1. All librarians shall have their performance evaluated annually for the purposes of improving the librarian's performance and service to the library and the university, job security, promotion and compensation.

1.4.2. This evaluation shall be done by the immediate supervisor, including consultation with the evaluated librarian, during the spring term of each academic year. Librarians are guaranteed the right to review and to make written comment on the original evaluation and on any additions or emendations made thereon.

1.4.3. In all matters requiring evaluation of librarians, the following criteria have been identified as being relevant to the librarian's role at the university: job knowledge, quality of librarianship, effectiveness with others, organizational ability, professional development and service to the library and to the university. These criteria are detailed on the Library Faculty Evaluation Form, which is attached to these Bylaws as Appendex II.

1.4.4. Annually, for each librarian, an evaluation packet shall be assembled to consist of: a current and and accurate job description; a written evaluation by the immediate supervisor, using Part II of the Library Faculty Evaluation Form; and a Personal Annual Review form.

1.4.5. The current evaluation packet shall be made available to appropriate library committees directly concerned with awards, job security, promotion, and/or compensation.

1.4.6. The evaluation packets and Part I of the Library Faculty Evaluation Form will be kept in the appropriate departmental office files for four years.

1.5. Librarian appointment Procedures

1.5.1. The Associate/Assistant Director in consultation with the advisory committee of her/his department, shall recommend a candidate for appointment to the Director.

1.5.1.1. The Associate/Assistant Director and the advisory committee, in recruiting candidates, shall follow the university procedure of posting, stating minimum requirements, and screening applications.

1.5.2. If the candidate is acceptable to the Director, she/he shall write the candidate outlining the conditions qualifying the tentative offer. If the conditions are acceptable to the candidate, she/he shall be recommended to the Provost and the Board of Trustees for appointment.

1.5.3. The terms and conditions of employment shall be provided in writing by the Director to the librarian at the time of appointment. These shall include: the time period covered by the appointment; salary provision; general expectations in regard to the professional responsibilities of the appointee; and conditions other than the appointee's performance of his responsibilities that may make a further appointment inadvisable.

2. LIBRARY ORGANIZATION

2.1. Director of Libraries

2.1.1. The chief administrative officer of the M.S.U. Libraries shall be the Director of Libraries.

2.1.2. The Director shall be responsible for planning and coordinating the administration of the service, resource, educational and research programs of the Libraries. This responsibility shall include budgetary matters, physical facilities and personnel matters within the Libraries, taking into consideration the advisory procedures of the Library Faculty as outlined in these Bylaws.

2.1.3. The selection of assistant and associate directors to be nominated to the Provost shall be the responsibility of the Director who shall consult the Library Advisory Council.

2.1.4. The Director shall participate in academic governance as part of her/his administrative responsibility. This participation shall include those responsibilities listed in Section 2.1.5. of the University Bylaws.

2.2. Library Departments

2.2.1. For purposes of these Bylaws, M.S.U. Libraries

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shall be considered as an administrative unit with four departments: Resource Development and Special Services, General Readers' Services, Technical Services, and Science Libraries.

2.3. Library Advisory Council

2.3.1. The Library Faculty shall advise the Director of Libraries on the development of the library's policies, programs and services and the over-all priorities in the library's future activities by means of the Library Advisory Council.

2.3.2. The Advisory Council members shall seek the advice of the librarians on matters of policy and planning.

2.3.3. The Advisory Council shall consist of seven voting members elected from the Library Faculty: two each elected by and from the departments of Technical Services, General Readers' Services and Resource Development and Special Services, and one elected by and from the Science Libraries. The Director of Libraries, the Associate/Assistant Directors, and the elected representative to the Academic Council shall be ex-officio members without vote. All members have the responsibility to act in the interest of the library as a whole.

2.3.4. All librarians shall be eligible upon appointment for election to the Advisory Council. No librarian shall serve simultaneously as an elected member to both the Advisory Council and to a departmental advisory committee. Elections shall be held during the spring term of each year and newly elected representatives shall take office on September 1 of that year. The term of office shall be two years. No elected representative may serve for more than two consecutive terms.

2.3.5. The presently elected representatives from the four departments shall serve their full terms. The new representatives from the departments of Technical Services, General Readers' Services and Resource Development and Special Services created by these Bylaws shall be elected for terms of one or two years such that these departments shall thenceforward elect one representative each year. The election shall be held in the Spring Term of 1976 and the new representatives shall take office September 1, 1976.

2.3.6. In the event a term of office cannot be completed, another librarian shall be elected to complete the term in the same manner as the person whose term is involved.

2.3.7. Five of the seven elected members of the Advisory Council shall constitute a quorum.

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2.3.8. The Director of Libraries shall be presiding officer at meetings of the Advisory Council.

2.3.9. The Chairperson of the Library Advisory Council shall be elected by and from the elected members of the Advisory Council.

2.3.9.1. The Chairperson shall assist the Director in preparing the agenda for Advisory Council meetings.

2.3.9.2. The Chairperson shall have the authority to call meetings of the Advisory Council.

2.3.9.3. The Chairperson or her/his designee shall preside at Library Faculty meetings.

2.3.10. The Advisory Council shall assist the Director in preparing the agenda and choosing the dates for Library Faculty meetings.

2.3.11. The Advisory Council shall meet at least once a month or more frequently at the request of the Director or the Chairperson.

2.3.11.1. Copies of the agenda shall be distributed to all members of the Advisory Council and branch librarians and shall be posted in the Main Library in advance of the meetings.

2.3.11.2. The Advisory Council shall maintain minutes of its meetings. The minutes shall be distributed to all librarians.

2.3.12. The Advisory Council shall supervise the election of the M.S.U. Libraries' representative to the Academic Council.

2.4. Standing Committees

2.4.1. The establishment of standing committees shall be the shared responsibility of the Director of Libraries and the Library Faculty.

2.4.2. Standing committees may be proposed by the Advisory Council or by the Director with the advice of the Advisory Council.

2.4.3. The nature of the membership of such committees (i.e., appointed and/or elected and by whom) shall be recommended by the Advisory Council.

2.4.4. A description of the purpose, make-up and operation of each standing committee must be submitted to the Library Faculty at the next scheduled Library Faculty meeting for its consideration. A majority vote of the Library Faculty shall be considered as its approval. If approved by the Library Faculty and the Director, the

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description of the new committee shall be appended to these Bylaws and considered a part of them.

2.5. Ad Hoc Committees

2.5.1. Ad hoc committees may be established by the Director, by the Advisory Council, or by a majority vote of the Library Faculty present and voting at a duly called Library Faculty meeting.

2.5.2. The term of these committees shall not be more than one year, although the committee may be reappointed more than once.

2.6. Departmental Advisory Committees

2.6.1. Each of the four library departments shall elect an advisory committee to counsel the Associate/Assistant Director on appointment, salary increases and other matters deemed appropriate by the Associate/Assistant Director or the Director.

2.6.2. Each advisory committee shall consist of five elected librarians, except that of the Science Libraries, which shall have three. The appropriate Division and Section heads shall serve as ex-officio members with vote when positions or personnel under their jurisdiction are discussed.

2.6.3. The Associate/Assistant Director shall serve as chairperson of the advisory committee.

2.6.4. Departmental advisory committees shall be elected by and from all librarians in the department. No librarian shall serve simultaneously as an elected member to both the Advisory Council and a departmental advisory committee. Membership on the advisory committees shall be for one year. No member may be elected for more than two successive terms.

2.6.5. In the event a term of office cannot be completed, another librarian from the department shall be elected to complete the term.

2.6.6. Minutes of the meetings of the departmental advisory committees shall be taken and distributed to all librarians in the department.

2.7. Nominating Committee

2.7.1. During the winter term of each year, each department shall elect representatives to the Nominating Committee from among its librarians: two each from Resource Development and Special Services, General Readers' Services and Technical Services and one from the Science Libraries. Newly elected members shall take office at the beginning of the spring term.

2.7.2. The Nominating Committee shall prepare a slate of nominees for the Advisory Council, departmental advisory committees and for any elected committee memberships. Such slate shall consist of more than half again as many candidates as positions to be filled.

2.7.3. Membership on the Nominating Committee(s) shall be for one year. Members may not succeed themselves.

2.7.4. In the event a term of office cannot be completed, the respective departmental advisory committee shall prepare a slate of nominees, one of whom shall be elected by the librarians of the department to complete the term of office.

2.7.5. Members of the Nominating Committee(s) shall be excluded, during their term of office, from nomination and election to other library or university committees.

3. GRIEVANCE PROCEDURES

3.1. Any librarian may initiate a grievance procedure, alleging a violation, misinterpretation or misapplication of existing policies, legislation or accepted standards of fairness applicable in a department of the M.S.U. Libraries, in the library as a whole or in the university.

3.2. Informal resolution of grievances should be attempted prior to initiating a formal grievance by discussing the grievance with the appropriate administrator(s) and/or with the Faculty Grievance Officer.

3.3. The Library Faculty shall follow the Library Faculty Grievance Procedure which is appended to these Bylaws. (Appendix I)

4. BYLAWS

4.1. The initial approval of these Bylaws shall be a shared responsibility of the Library Faculty and of the Director of Libraries. A majority vote of the Library Faculty is required.

4.2. Interpretation

4.2.1. The Advisory Council shall be the final authority with regard to the interpretation of these Bylaws.

4.2.2. Nothing in these Bylaws shall be construed as opposing provisions of the Bylaws for Academic Governance of Michigan State University. Should provisions

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of this document be in conflict with the University Bylaws or with any other duly enacted rule or regulation of the University, such provisions shall be inoperative.

4.3. Amendments

4.3.1. The amendment of these Bylaws shall be the shared responsibility of the Library Faculty and the Director of Libraries.

4.3.2. Proposed amendments are to be submitted to the Advisory Council for review and placement on the agenda of the next Library Faculty meeting. The Advisory Council shall have no authority to revise or refuse to place on the ballot any proposed amendment.

4.3.2.1. In the event that similar amendments are submitted simultaneously, the Advisory Council may request the authors to resubmit a jointly prepared amendment.

4.3.3. No motion to approve an amendment shall be recognized at a Library Faculty meeting unless the introduction of a Bylaws amendment is made an explicit item on the agenda and a copy of the proposed amendment is distributed to the librarians at least one week in advance of the meeting.

4.3.4. There shall be a mailed ballot following the Library Faculty meeting at which the amendment is discussed. Voting shall be final one week after such a meeting. A two-thirds vote of those voting of the Library Faculty shall be considered as its approval of the amendment.

4.3.5. Amendments to the Bylaws shall become effective two weeks after their acceptance by the Library Faculty and the Director.

4.4. These Bylaws shall be reviewed by the University Committee on Academic Governance at intervals not to exceed five years. Decisions of the committee can be appealed to the Academic Council.

4.5. A copy of these Bylaws shall be given to each librarian upon appointment to the library staff.